

PERCEIVED ORGANISATIONAL SUPPORT, JOB SATISFACTION AND ORGANISATIONAL CITIZENSHIP BEHAVIOUR OF SOUTH AFRICAN POLICE SERVICE OFFICIALS IN THE TYGERBERG CLUSTER

Pierre Joubert,
Vaal University of Technology,
pierrej@vut.ac.za

Eugenie van Tonder,
Vaal University of Technology, eugenievt@vodamail.co.za

Bennie Grobler,
University of Johannesburg,
bennieg@uj.ac.za

-Abstract-

The current research study is premised on theoretical frameworks that are embedded in different human behaviour studies, which have been conducted by researchers in the past. The different theories underlying the research will be discussed. No previous studies could be found relating to organisational citizenship behaviour (OCB), perceived organisational support (POS) and job satisfaction (JS), in the South African Police Services (SAPS). This study aims to provide a more complete picture of the OCB, JS and POS within the SAPS and contribute towards cultivating a more professional corps of SAPS officials. In this study, a quantitative and descriptive research method was used to investigate a sample size of 300 police officials working at police stations in the Tygerberg Cluster SAPS. All police officials in the Tygerberg Cluster of the SAPS formed part of the target population. These police officials are appointed under the SAPS Act (68 of 1995). Data were collected with the aid of a structured questionnaire. The reliability and validity were increased by conducting a pre-test and a pilot study prior to the final study. A factor analytic procedure was followed for each of the three constructs. The results of the correlation analysis revealed a negative relationship between POS and OCB and between JS and OCB. The data,

however, indicated positive correlations between JS and POS. Findings and recommendations in this study are important to government, SAPS, individual members and commanders as they provide information regarding types of activities and interventions to enhance perceived organisational support, job satisfaction and behaviours associated with organisational citizenship.

Keywords: perceived organisational support, job satisfaction, organisational citizenship behaviour, police official, South African Police Service

JEL classification: **J53, M12, M54**

1. INTRODUCTION

The South African Police Service (SAPS) Strategic Plan acknowledges that police stations serve local communities and are the windows for the community to look at the SAPS as it is at this level that the vast majority of the citizens of the country access the services provided by the SAPS (Republic of South Africa, 2010). The level of service delivery at police stations is dependent on the level of professionalism of personnel dealing with the public to whom the SAPS renders a service. The Strategic Plan also emphasises the need for the SAPS to ensure that communities are provided with a professional, authoritative and respectful service (Republic of South Africa, 2010). According to Colakoglu, Culha and Atay (2010), employees can be viewed as the most valuable assets for most organisations in the service sector due to the benefits of achieving satisfactory performance. For the SAPS, these benefits will entail delivering on the organisation's vision of ensuring that all inhabitants live in a safe and secure environment. According to Faull (2013), the concept police professionalism is still an undefined, elusive concept in the South African context but can be associated with a fair, polite and efficient service. Organisational citizenship behaviour (OCB) is essentially an organisational behaviour that is characterised by going beyond what is expected in role requirements or role descriptions and is seen as a key driver of individual and organisational performance (Organ, 1988). Bolino, Turnley and Bloodgood (2002) indicate that OCB is critical for organisational effectiveness. According to Kazemipour, Amin and Pouseidi (2012), it is almost

impossible to attain the high level of organisational effectiveness needed when employees do not perform more than just their assigned duties. Although OCB is believed to be a spontaneous initiative taken by employees, the organisation is able to influence and promote OCB in the workplace by means of employee motivation and by creating the opportunity for employees to display OCB (Organ, 1997, Podsakoff & MacKenzie, 1997).

There is ample empirical evidence that the mediating influence of job satisfaction (JS) could be because perceived organisational support (POS) is related to higher JS and JS motivates greater OCB (Ladebo, Abubaker & Adamu, 2011). Perceived organisational support is defined as “the degree to which employees believe the organisation values their contribution and cares about their well-being” (Bishop, Goldsby & Neck, 2002), while JS is defined as an indication of employee well-being, which refers to the positive affect an employee has towards certain aspects of the job (Ladebo et al., 2011). The Social Exchange Theory (SET) proposes that employees are in interactions with the organisation and are motivated by expected inducements in exchange for their contribution to the organisation (Blau, 1964). According to Nadiri and Tanova (2010), there is a strong linkage between JS and performance in the service industry. A satisfied employee will engage in better service delivery and this will positively influence customer confidence (Nadiri & Tanova, 2010). This study is also based on the premises of the Organisational Support Theory (OST), which explains that to meet socio-emotional needs of employees and to determine the organisation’s readiness to reward increased work effort, employees develop perceptions and beliefs concerning the extent that the organisation values their contributions and cares about their well-being (Eisenberger, Stinglhamber, Vandenberghe, Sucharski & Rhoades, 2002). Sufficient evidence exists that OCB is associated with individual and organisational performance (Organ, 1988; Podsakoff & MacKenzie, 1997; Podsakoff, MacKenzie, Paine & Bachrach, 2000; Podsakoff, Whiting, Podsakoff & Blume, 2009; Ladebo et al., 2011).

Thus, it appears from the literature that POS and JS are seen as influencing OCB but the possible reciprocal effects of these behavioural constructs on one another, especially in the public service sector, seems to be missing or have been poorly researched. This study aims to provide a more complete picture of the OCB, JS

and POS within the SAPS and to contribute towards cultivating a more professional corps of SAPS officials. The influence of POS and JS on OCB as well as the reciprocal influence in SAPS, Tygerberg Cluster, will be explored further.

2. CONCEPTUAL FRAMEWORK

The proposed framework (Figure 1) depicts the differences in relations between the types of social exchange and employee attitudes and behaviours. The theoretical argument from the initial literature study culminates in the conceptual model that hypothesises the relationships between POS, JS and OCB. However, as the relationship between POS, JS and OCB is unknown in the SAPS, one would have to determine more than just correlation coefficients, therefore, structural equation modelling (SEM) was used to explore these relationships.

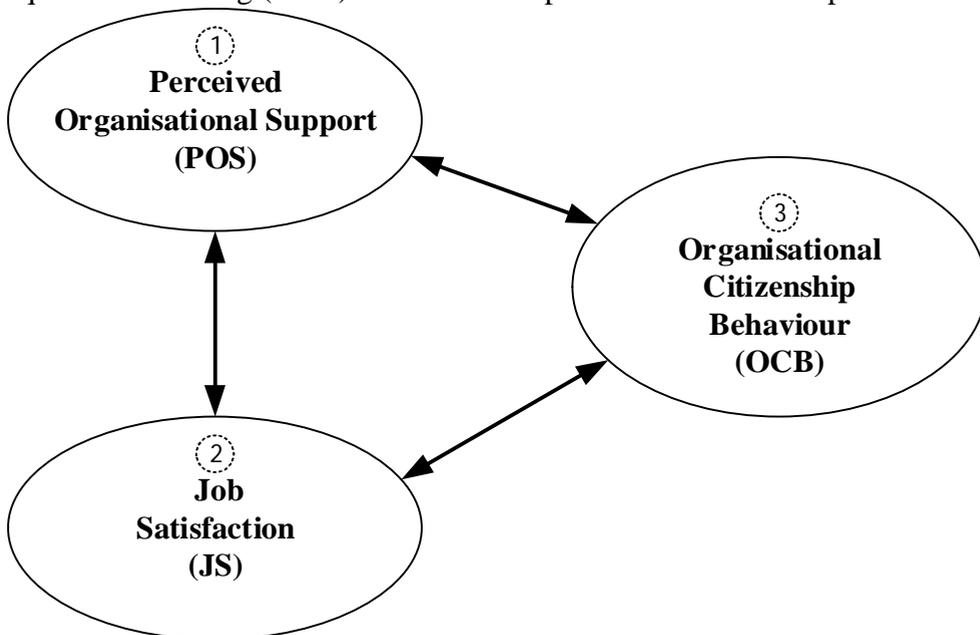


Figure 1: Proposed conceptual research model

H1: POS influences JS in a non-recursive way.

H2: POS influences OCB in a non-recursive way.

H3: JS influences OCB in a non-recursive way.

3. LITERATURE REVIEW

Ladebo et al. (2011) found that employees who perform aspects involved in OCB function as a bond holding the organisational community together and improve the well-being of the organisation. The literature on employment relations indicates that employees engage in cooperative behaviour as a personal obligation to assist co-workers and the organisation. Where there are undue signs of inequity, unfair treatment and unfulfilled personal goals by employees in the work environment, employees refuse to display OCBs (Ladebo et al., 2011). Podsakoff et al. (2000) examine the various types of behaviour associated with OCB that have been identified in the literature and report seven themes that were identified, namely helping behaviour, sportsmanship, organisational loyalty, organisational compliance, individual intuitiveness, civic virtue and self-development.

According to Borman (2004), personal support includes helping others by offering suggestions, teaching them useful knowledge and skills and directly performing some of their tasks. Personal support also includes cooperating with others by accepting suggestions and placing team objectives ahead of personal interest. Borman (2004) proposed that organisational support includes representing the organisation favourably by defending and promoting it and by showing loyalty during organisational hardship. Employees support the organisation's mission and objectives by complying with reasonable rules and procedures and by suggesting improvements.

Rhoades and Eisenberger (2002) identified three main ways in which employees perceive positive treatment from their organisations: (1) through supervisor support; (2) through rewards and favourable job conditions; and (3) through fair policies and practices. POS is defined in the current study as the extent to which SAPS personnel at police stations in the Tygerberg Cluster, Western Cape, perceive that their contributions are valued by their organisation and that the SAPS leadership care about their well-being and welfare.

A significant relationship exists between OCB and the extent to which employees believe that their contributions are valued by their organisation and that their well-being is genuinely cared for (Bolino & Turnley, 2005). Employees are more likely to engage in citizenship behaviour when they feel that their organisation really considers their goals and values and cares about their opinions. Under these circumstances, employees are more willing to forgive honest mistakes and to help the organisation if a special favour is needed (Podsakoff et al., 2000).

According to Bishop et al. (2002), Rhoades and Eisenberger (2002) and Ladebo et al. (2011), POS has been widely reported to be related to OCB and commitment. Piercy, Cravens, Lane and Vorhies (2006) found that the employee's belief about the organisation's commitment to him or her is a basis for reciprocity in a social exchange associated with higher levels of OCB and in-role performance. According to Piercy et al. (2006), the POS construct offers substantial potential in developing productive management actions. Ehsani, Sofdel, Amiri, Masrur and Hossini (2013) and Muhammad (2014) found that POS plays an important role in determining JS and organisational commitment. POS also leads to increased performance (Eisenberger, Armeli, Rexwinkel, Lynch and Rhoades, 2001) and reduced turnover (Rhoades & Eisenberger, 2002; Tumwesigye, 2010), while Jilke (2014) has shown that, there is a positive relationship between JS and public service performance. POS fully mediates the relationship between management communication and both in-role and extra-role performance (Neves & Eisenberger, 2012). Duffy and Lilly (2013) confirm the findings of Eisenberger et al. (2001) that a positive relationship exists between POS and OCB.

4. RESEARCH METHODOLOGY

4.1 Sampling design

This study was conducted in the Tygerberg Cluster, which consists of seven police stations, namely Bellville, Goodwood, Parow, Kraaifontein, Brackenfell, Durbanville and Bothasig (N=1002). A systematic stratified sample of 400 was drawn and the Human Resources Officer at each station distributed and collected the questionnaires from the selected individuals. A return rate of 74.5 percent was achieved when 298 useable questionnaires were returned.

4.2 Measures

The questionnaire consisted of four sections. **Section A** was developed to obtain an indication of the demographic or biographic information of the participants. Respondents were asked to provide data such as age, gender, post level, years of service with the SAPS, marital status and highest educational qualification. **Section B** intended to measure the participants' POS by using the survey of POS developed by Eisenberger et al. (1986). The measure consists of eight items that measure an employee's perception of the degree to which the organisation values the worker's contributions and nine items, which measure the employee's perceptions about actions that the organisation might take that would affect the well-being of the employee. **Section C** intended to measure the participants' JS. The JS index developed by Schriesheim and Tsui in 1980 and reprinted by Fields (2013) was used. This measure consists of six items, which describe the degree of overall JS with the work itself, supervision, co-workers, pay, promotion opportunities and the job in general. **Section D** intended to measure the OCB of the participants and is based on Organ's (1988) five-dimensional model of OCB, which is designed to assess the following dimensions: courtesy, civic virtue, conscientiousness, altruism and sportsmanship. Respondents used a seven-point Likert scale to indicate the extent of their agreement with the statements in all sections.

As the reliability of a scale depends on the population in which it is administered (Norusis, 2009) the 17 items concerned with JS in Section B of the questionnaire were subjected to a factor analytic procedure (PCA) and two first-order factors resulted (similar to that of Eisenberger et al., 1986). They were named 'perceived support from the organisation' (FB1.1 with Alpha of 0.898) and satisfaction of socio-emotional needs by the organisation (FB1.2 with Alpha of 0.836). However, as these two factors were highly correlated ($r=0.897$; $R^2= 0.8046$) it is likely that these two dimensions form one more general dimension named "Perceived Organisational Support" (POS). A second-order factor analysis was conducted and one factor resulted which explained 74.50% of the variance present.

A similar exploratory procedure was followed for the 10 items in Section C which related to the construct of JS (PCA with Oblimin rotation) and three first-order factors were formed. The first factor contained three items and these items were all related to satisfaction with benefits and rewards received. The second grouping

of items were related to satisfaction with the internal work environment and contained three items which had their scales inverted. The third first-order factor also contained three items which all referred to satisfaction with the interpersonal relationships with supervisors. The three first-order factors all had reliabilities of between 0.581 and 0.633. As all three were significantly correlated with one another they were likely to form one multidimensional construct related to JS. A second-order factor analytic procedure resulted in one factor which explained 57.3% of the variance present.

The 20 items in Section D which related to OCB were also subjected to a factor analytic procedure as above and as the five first-order factors were all significantly correlated with one another a second-order factor analytic procedure was performed. One factor which explained 54.02% of the variance present resulted and was named OCB.

5. RESULTS AND DISCUSSION

5.1 Descriptive statistics of the sample

The majority of respondents were coloured (123, 41.3%), married (174, 58.4%), males (191, 64.1%), 34-41 years old (97, 32.6%), matriculated (202, 67.8%) and with 6-10 years' work experience (98, 32.1). They were regarded as representative of the target population.

5.2 Accuracy analysis

The Statistical Package for Social Sciences (SPSS) 22.0 and AMOS 22.0 were used to conduct the statistical analysis. Exploratory factor analysis (EFA) (in the form of PCA and PFA) was used to investigate the extent the observed or manifest variables, as contained in the questionnaire, were generated by the underlying constructs of OCB, POS and JS. Confirmatory factor analysis (CFA) was performed to examine the reliability and convergent and discriminant validity of the multi-item construct measures. As all the factor loadings are above 0.5, the measurement instruments are regarded as valid. The internal reliability of each construct was assessed using the standardised Cronbach coefficient alpha and the results are shown in Table 1, which indicates coefficients ranging from 0.720 to 0.901, which is above the threshold of 0.70 and, therefore, regarded as satisfactory

(Ursachi, Horodnic & Zait, 2015).

Table 1: Accuracy analysis statistics

Research construct	Average mean	Factor loading	Cronbach alpha
Perceived organisational support	3.32	0.70	0.901
Job satisfaction	3.36	0.71	0.720
Organisational citizenship behaviour	5.19	0.57	0.894

Of the three behavioural constructs investigated, OCB had the highest factor mean (5.19) and this suggests that a sort of self-serving bias could be present as public perceptions regarding the SAPS and service delivery are not very positive. In addition, many of the items refer to assistance given to colleagues and not to members of the public. For example, serving on the Community Policing Forums (CPFs), which is part of the partnership policing focus of SAPS, did not receive a favourable response. Although some CPFs work well, the majority are perceived to be poorly supported. The relatively high mean score of the respondents with respect to OCB (5.19) thus stands in stark contrast to the relatively low scores of the other two constructs, namely POS (3.36) and JS (3.32) and is likely to influence the correlations between these constructs in unexpected ways.

5.3 Correlation between POS, JS and OCB

Table 2: Correlations

RESEARCH CONSTRUCT	POS	JS	OCB
POS	1.000		
JS	.692*	1.000	
OCB	-.150	-.135	1.000

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

The relationship between the constructs of POS and OCB is negative; meaning that as POS increases, OCB decreases. This finding is contradictory to those of

Neves & Eisenberger (2012), and Duffy and Lilly (2013) and seems to be intuitively a strange finding as it indicates that as one variable increases the other decreases by a proportionate amount. It is difficult to explain why this relationship is negative. One should remember that the SAPS are linked to support from the government and that morale in the SAPS is presently low (Lepule, 2016). It is also possible that the OCB is related to what the individual does regarding extra effort above and beyond duty, whereas POS is not done by a person, but rather something done to a person. Hence, it could be possible that as the individual person in the SAPS exerts greater efforts, the organisation sees no need to provide any additional support and hence, aspects such as recognition of good work go unnoticed. The other possibility is that self-serving bias unduly influence perceptions of OCB and hence, a high OCB might actually be due to the influence of self-perception or of being biased.

The correlation between JS and OCB is again a negative one and hence, as OCB is perceived to be increasing, JS is decreasing by a proportionate amount. Again, this seems intuitively strange. Why should JS be perceived as increasing when OCB is perceived to be decreasing? It is possible that the self-serving bias present in self-perceptions of OCB gives an over-optimistic perception regarding one's service to the public, which goes over and beyond the call of duty. A supervisor's rating of OCB may have presented a more realistic picture regarding OCB and removed some of the self-serving bias present in self-perceptions of the additional duties one does. It is also highly likely that police officials in South Africa stick very closely to their job descriptions and do not readily perform work perceived as "not being part of my job description". The factor mean of 5.19 obtained for OCB was also high relative to the other two constructs, namely JS and POS. It is thus possible that the self-serving bias of OCB would have been offset by ratings from supervisors to the extent that the person is actually involved in behaviours relating to OCB.

The data in Table 2 indicate a positive correlation between JS and POS. This, for example, suggests that as the POS increases so will the proportion of JS also increase. However, correlation says nothing about the direction of causality and one can merely speculate that as POS is perceived to be positive and improving, one's satisfaction with one's job will also increase. The correlations were all

significant but there is the possibility of shared variance between the constructs and hence, partial correlation should be able to indicate if a third variable is contaminating the relationship. The partial correlation indicates that there is a slight influence but it is only the relationship between POS and JS, which remains significant. In order to assist with the direction of the causality between POS and JS, SEM was applied to the data and the results are discussed in the next section. This research, conducted within the context of the SAPS, thus could not find any significant relationship between OCB and JS or OCB and POS. The common factor seems to be OCB and it is possible that this construct is one more applicable to the private sector than to the public sector in the context of South Africa.

5.4 Structural equation modelling

Table 3: Summary of postulated pathways between POS, JS and OCB

Postulated pathway	CR	p-value	Result
Employee perception of POS to JS	2.288	0.022**	Accepted at 5%
Employee perception of JS to POS	5.995	0.000***	Accepted at 1%
Employee perception of JS to OCB	-0.026	0.830	Not accepted
Employee perception of OCB to JS	-1.199	0.230	Not accepted
Employee perception of POS to OCB	-0.054	0.538	Not accepted
Employee perception of OCB to POS	-0.890	0.373	Not accepted

** = Statistically significant at the 5 percent level ($t > 1.96$)

*** = Statistically significant at the 1 percent level ($t > 2.58$)

The data in Table 3 indicate that the postulated pathway between JS and POS is the only one that fits the data available. The causal effect is strongest from perceived JS towards POS. The model fit coefficients were: $\chi^2 = 1.768$; $p < 0.005$; $SRMR = 0.054$; $GFI = 0.946$; $NFI = 0.934$; $CFI = 0.972$; $RMSEA = 0.051$; $IFI = 0.970$

This finding supports those of Ehsani, Sofdel, Amiri, Masrur and Hossini (2013) and Muhammad (2014). It thus appears as if police officials in the Tygerberg Cluster see JS as having a causal influence on POS. The reciprocal effect of POS causing JS is weaker and substantially less significant.

5.5 Significance of differences between three or more independent groups regarding the three factors

Multivariate differences with respect to three or more groups were investigated using MANOVA. The vectors of the groups were compared first using a suitable multivariate test such as Wilk's Lambda. If differences were encountered at this multivariate level then univariate differences were investigated using ANOVA. Any differences found here used a pair-wise comparison such as the Hochberg GT2 and the Dunnett T3 test for further investigation. Only those independent groups where significant differences were found will be discussed. With respect to POS, the Black respondents had the highest factor mean score and tended towards neutrality regarding POS. The Black respondents differed statistically significantly from the White respondents who tended to partially disagree with POS.

With respect to OCB, the White and Coloured respondents partially agreed with the construct whilst the Black respondents were more neutral regarding it. Both Coloured and White respondents thus differed statistically significantly from the Black respondents with respect to perceived OCB with Black respondents agreeing with this construct to the smallest extent. Thus, the practical effect of race on OCB is important. It is possible that the Coloured and White respondents feel that they have to do more than what is expected from them regarding OCB. The five age categories were collapsed to four. The only statistically significant difference that could be found was with respect to the youngest age group (18 to 33 years) who had the lowest mean score and the 42 to 49-year age group who had the highest mean score for OCB. The older respondents agreed more strongly with OCB than did the younger age group. There is a statistically significant difference between the least number of years of service (1-10 years) and the most years of service (21+ years). This data corroborates the age finding, namely that age and OCB are related in a linear way, meaning that the older one becomes the more one displays behaviours, which are illustrative of the OCB construct. It is possible that this could be because of the older police officials being selected and recruited using different criteria and methods. They are perceived to still be from

the 'old school' where being a police official was regarded as a 'calling' and not 'just a job'.

6. RECOMMENDATIONS AND LIMITATIONS

When considering the constructs of POS, JS and OCB used in this research then it is suggested that POS can be used with the items provided. However, JS probably contained too few items in the construct used and more items relating to JS should be added. The items representing OCB should be carefully worded and some items reducing the response bias should also be considered.

Taking the important role which the SAPS could play in ensuring safety and security in SA into consideration, it is important that recommendations are made to assist SAPS in fulfilling their constitutional obligations. Therefore, it is important that strategies and actions be taken to increase the JS among police officials. This will result in an increase in JS, which is important for its relevance to job-related behaviour such as productivity, absenteeism, turnover rates and employee relations. This is one way of addressing the present low morale of police officials and possibly of changing public perceptions about the service delivery of the SAPS in the Tygerberg Cluster. The concepts of distributive, procedural and interactional justice are of particular importance when the performance of police officials is determined and interventions are planned and hence their impact on constructs such as POS, OCB and JS are also critically important. Commanders must be sensitive towards the importance of a supportive organisational environment, which stimulates perceptions of fairness in police officials reporting to them. These positive perceptions will enhance OCB amongst police officials on station level. Police officials on supervisory or officers' level must be competent and well trained in leadership skills. Current leadership programs should be assessed in terms of transfer of learning to the work place. Strategies need to be formulated of how all these three constructs (JS, POS and OCB) can be improved. These strategies should include training and development strategies to enable promotion and appointment based on the competence of officials only. Quality exit interviews should be utilised as a source of important information. The percentage service termination in relation to the value of

competency lost should be assessed and strategies should be put in place to retain talent.

This research study contributes towards the academic and practical environments. However, there are some limitations, which open avenues for further future research. Data were collected from police officials at police stations in the Tygerberg Cluster in the SAPS. The research study can also be done in other clusters and environments in the SAPS to enable a comparison between the findings. Data can also be collected in other government departments to assess if these findings can be generalised in the public service environment. The questionnaire can be adapted to allow supervisor rating of the behavioural construct, OCB. A supervisor's rating of OCB may have presented a more realistic picture regarding OCB and removed some of the self-serving bias present in self-perceptions of the additional tasks one does. This will enable a more objective rating of this construct. The negative implications to OCB (self-serving and impression-building) can also be identified and addressed. Future research should also incorporate the impact of the low JS, POS and OCB of police officials on the intention of police officials to leave the SAPS. Future research should be conducted to determine why the behavioural constructs, JS and POS measured so low and it is recommended that this gap be filled by means of a qualitative study.

BIBLIOGRAPHY

Bishop, J.W., Goldsby, M.G. & Neck, C.P. (2002). Who goes? Who cares? Who stays? Who wants to? The role of contingent workers and corporate layoff practices. *Journal of Managerial Psychology*, 17(4), 298-315.

Blau, P.M. (1964). Exchange and power in social life. New York: Wiley.

Bolino, M.C., Turnley, W.H. & Bloodgood, J.M. (2002). Organizational citizenship behaviour and the creation of social capital in organizations. *The Academy of Management Review*, 27(4), 505-522.

Bolino, M.C. & Turnley, W.H. (2005). The personal costs of citizenship behaviour: the relationship between individual initiative and role overload, job stress, and work-family conflict. *Journal of Applied Psychology*, 90, 740-748.

Borman, W.C. (2004). The concept of organizational citizenship. *American Psychological Society*, 13(6), 238-241.

Colakoglu, U., Culha, O., Atay, H. (2010). The effect of perceived organizational support on employees' affective outcomes: evidence from the hotel industry. *Tourism and Hospitality Management*, 16(2), 125-150.

Duffy, J.A. & Lilly, J. (2013). Do individual needs moderate the relationships between organizational citizenship behaviour, organizational trust and perceived organizational support? *Journal of Behavioural and Applied Management*, 185-197.

Ehsani, M., Sofdel, H.S., Amiri, M., Masrur, F.F. & Hossini, R.N.S. (2013). Relationship between perceived organizational support with job satisfaction and organizational commitment of sports departments' staff. *International Journal of Sport Studies*, 3(12), 1302-1306.

Eisenberger, R., Armeli, S., Rexwinkel, B., Lynch, P.D. & Rhoades, L. (2001). Reciprocation of perceived organisational support. *Journal of Applied Psychology*, 86(1), 42-51.

Eisenberger, R., Huntington, R., Hutchinson, S. & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, 71(3), 500-507.

Eisenberger, R., Stinglhamber, F., Vandenberghe, C., SUCHARSKI, I.L. & Rhoades, L. (2002). Perceived supervisor support: contributions to perceived organizational support and employee retention. *Journal of Applied Psychology*, 87(3), 565-573.

Faull, A. (2013). Towards a 'new professionalism' for the South African Police Service. *South African Review of Sociology*, 44(2), 18-35.

Fields, D.L. (2013). Taking the measure of work: a guide to validated scales for organizational research and diagnosis. United States of America: Information Age Publishing.

Jilke, S. (2014). Job satisfaction and regime change: evidence from a natural experiment. *International Public Management Journal*, 1-31.

Kazemipour, B.S., Amin, S.M., & Pouseidi, B. (2012). Relationship between workplace spirituality and organizational citizenship behaviour among nurses through mediation of affective organizational commitment. *Journal of Nursing Scholarship*, 44(3), 302-310.

Ladebo, O.J., Abubaker, B.Z. & Adamu, C.O. (2011). Nigerian agriculture workers' outcomes from perceived organizational support and protestant work ethics: job satisfaction as a mediator. *South African Journal for Industrial Psychology*, 37(1), 1-8

Lepule, T. (2016). Save our SAPS. *Daily Voice*, p.4, 18 Feb.

Muhammad, A.H. (2014). Perceived organizational support and organizational citizenship behaviour: The case of Kuwait. *International Journal of Business Administration*, 5(3), 59-72.

Nadiri, H. & Tanova, C. (2010). An investigation of the role of justice in turnover intentions, job satisfaction, and organizational citizenship behaviour in hospitality industry. *International Journal of Hospitality Management*, 29, 33-41.

Neves, P. & Eisenberger, R. (2012). Management communication and employee performance: The contribution of perceived organisational support. *Human Performance*, 25, 452-464.

Norusis, M.J. (2009). PASW Statistics 18 Statistical Procedures Companion. Upper Saddle River, NJ: Prentice Hall.

Organ, D.W. (1988). *Organizational citizenship behaviour: The good soldier syndrome*. Lexington, MA: Lexington Books.

Organ, D.W. (1997). Organizational citizenship behaviour: it is construct clean-up time. *Human Performance*, 10(2), 85-97.

Piercy, N.F., Cravens, D.W., Lane, N. & Vorhies, D.W. (2006). Driving organizational citizenship behaviours and salesperson in-role behaviour performance: The role of management control and perceived organizational support. *Journal of the Academy of Marketing Science*, 34(2), 244-262.

Podsakoff, P.M., & Mackenzie, S.B. (1997). Impact of organizational citizenship behaviour on organizational performance: A review and suggestions for future research. *Human Performance*, 10(2), 133-151.

Podsakoff, P.M., Mackenzie, S.B., Paine, J.B. & Bachrach, D.G. (2000). Organizational citizenship behaviours: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*, 26(3), 513-563.

Podsakoff, P.M., Whitting, S.W., Podsakoff, N.P. & Blume, B.D. (2009). Individual and Organizational-level consequences of organizational citizenship behaviours: A meta-analysis. *Journal of Applied Psychology*, 94(1), 122-141.

Republic of South Africa. Department of Safety and Security. (2010). *Strategic Plan 2010-2014*. Report. Pretoria: Government Printers.

Rhoades, L. & Eisenberger, R. (2002). Perceived organisational support: a review of the literature. *Journal of Applied Psychology*, 87(4), 698-714.

Tumwesigye, G. (2010). The relationship between perceived organizational support and turnover intentions in a developing country: the mediating role of organizational commitment. *African Journal of Business Management*, 4(6), 942-952.

Ursachi, G., Horodnic, I.A. & Zait, A. (2015). How reliable are measurement scales? External factors with indirect influence on reliability estimators. *Procedia Economics and Finance*, 20, 679-686.