

Boosting Job Performance of Customs Service in the Kyrgyz Republic*

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Abstract. The primary objective of this study is to investigate the effects of level of readiness to electronic human resource management (E-HRM) applications of the State Customs Service under the Government of the Kyrgyz Republic (SCS), looking into the perceived usefulness, perceived ease of use and behavioral intention which are placed among the basic variables of Technology Acceptance Model. This study also tests on their mediation role on the impact of transformational leadership, PSM, on job performance. Furthermore, the study looked at the direct impact of the predictor variables—transformational leadership, PSM on the outcome variables. And then measures the moderation impact of organizational culture and structure in the hypothesized model. The data of this survey were gathered from the Central office of the State Customs Service under the Government of the Kyrgyz Republic. The questionnaire was prepared by taking the advantages of various studies for the sub-dimensions of organizational readiness and for technology acceptance scale questions Davis' Technology Acceptance Model is used. The study found that E-HRM applications such as perceived usefulness, ease of use and behavioral intention to use variables positively affect job performance. The results of the study were discussed and presented theoretical and practical implications for the State Customs Service of Kyrgyz Republic to adapt.

Key Words: Transformational Leadership, PSM, Organizational Structure, Organizational Culture, Technology Acceptance Model, Job Performance, State Customs Service of the Kyrgyz Republic

INTRODUCTION

Public organizations are purposive entities that its existence is crucial for society's survival (Rainey, 2009). Government agencies are expected to bring services to the people as they are entrusted with the public trust to address the common need of the society. However, the

government performance has yet to surpass or at least be in congruence with the services provided by the private sector. What are the factors that affect poor performance? How about the decline of social capital? Is the public sector still a relevant society? It will be hard to provide a general conclusion on the performance of public agencies just to base on subjective information. Though various predictor variables may provide influence on general performance, factors that are distinct to the organization and individual embedded within a society would provide significant influence to performance. We may identify some issues that may affect it but must also determine some ways on how to go with it. In the field of public management, various scholars identified some important determinants of organizational effectiveness or performance (see Rainey, 2009; Van Wart, 2007; Park, 2010) such as the nature of the organization (i.e., private or public), environmental factors, structural, dimensional, leadership, process, and person factors

Previous studies may have explored the relationship of the above-mentioned factors on organizational and/or individual factors; however, country and agency context would provide different findings that may be reflective of other fringe factors, for example Customs Service¹ in Kyrgyz Republic. Thus, this study seeks to explore the determinants (i.e., structural factors, cultural, transformational leadership, E-HRM, and public service motivation) of job performance in the public sector of Kyrgyzstan. The job performance will be characterized by task performance and contextual performance such as cooperative or help behavior, creative behavior, and voice behavior. Using the data collected from the employees of State Customs Service (SCS) under the Government of the Kyrgyz Republic, the authors test for the relationship of the predictor variables and job performance as provided in the research model and answer the research questions that asked: (1) what is the level of organizational culture, structure, PSM, Perceive Ease of Use, Perceive of Usefulness and, Behavioral Intention of using E-HRM in the State Customs Service under the Government of the Kyrgyz Republic? And, (2) how are leadership, organizational structure, culture, and motivation influence job performance through perceived ease of use, perceived of usefulness and, behavioral intention of using E-HRM?

Considering the growing demand for innovation and growth, this study attempts to address some issues on the adoption of E-HRM as an organizational innovative mechanism in the State Customs Service. Specifically, this study will try to answer the following questions:

Research Question 1. What is the role of leadership (i.e., transformational leadership) and motivation (i.e., PSM) on E-HRM and job performance?

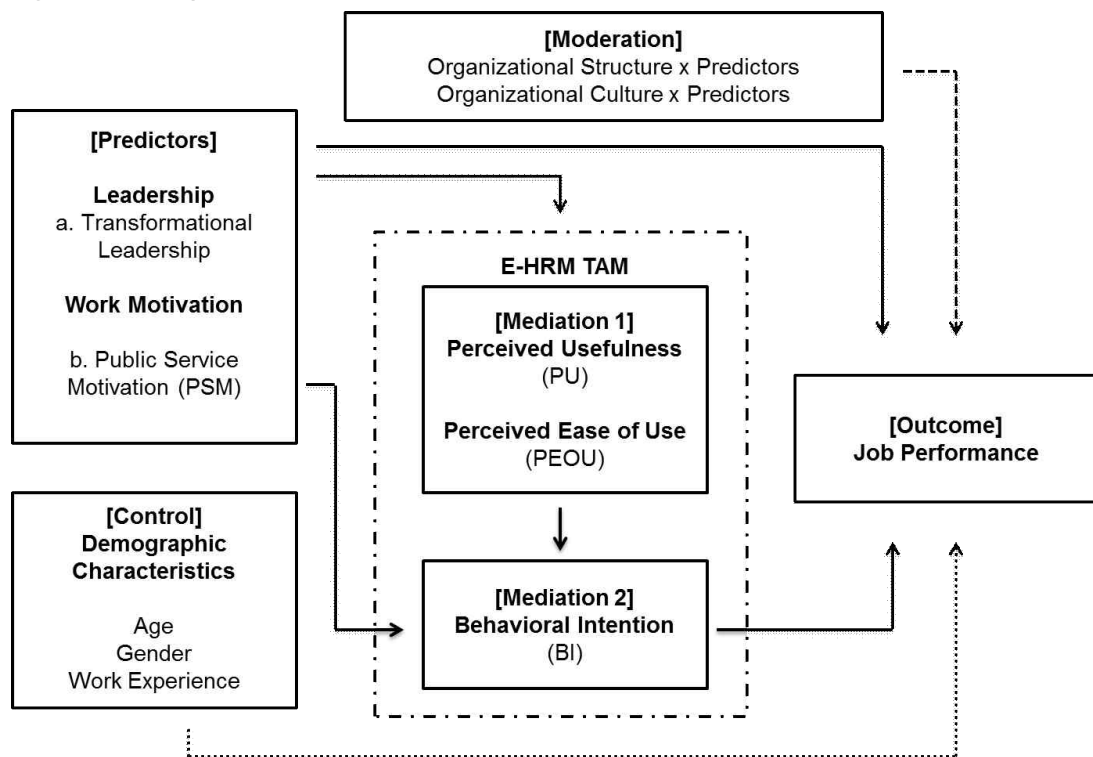
Research Question 2. Does E-HRM Technology Acceptance Model confirms the predictive capacity of perceived usefulness and ease of use on the behavioral intention (BI) of

employees? Does BI affects job performance?

Research Question 3. What is the mediating role PU and PEOU on the relationship of leadership and motivation with behavioral intention? Does behavioral intention mediates the relationship of the predictor variables and job performance?

Research Question 4. What is the moderating role of organizational structure and culture in the relationship of the predictor variables and job performance?

Figure 1. Conceptual Model



REVIEW OF RELATED LITERATURE

Job Performance

The most important employee outcome is “job performance, defined broadly as the aggregated value of the activities that employees contribute both directly and indirectly, and positively and negatively, to organizational goal accomplishment” (Borman & Motowidlo,

1993; Campbell, 1990; as cited in Zhang, Lepine, Buckman, & Li, 2014, p. 675).

Job performance is also regarded as the work related activities that are expected of an employee and how these activities were fulfilled in within the organization. In the business world, job performance is assessed on a regular basis (i.e., annually or quarterly) to help identify the personnel factors that needs to be improved. According to Campbell (Campbell et al., 1993), the latent structure of job performance can be modeled using the following eight general factors: (1) job-specific task proficiency, (2) non-job-specific task proficiency, (3) written and oral communication, (4) demonstrating effort, (5) maintaining personal discipline, (6) facilitating peer and team performance, (7) supervision/leadership, and (8) management/administration. These eight factors represent the highest-order factors that can be useful for describing performance in every job in the occupational domain, although some factors may not be relevant for all jobs.

Moreover, Borman and Motowidlo (1993) presented two types of employee behavior that are necessary in organizational outcome and effectiveness: (1) task performance and (2) contextual performance (i.e., creative, help/cooperative, and voice behavior). Task performance denotes behaviors that are related to directly production of goods and services while contextual performance refers to individual efforts that are not directly linked to the task performance (Borman and Motowidlo, 1997; Inner, 2000). These factors are deemed organizational effectiveness and productivity that may represent and determine the overall performance of the public sector.

Variables and Hypotheses

Transformational Leadership

Among the leadership development in the modern society is the formulation of transformational leadership concept (Denhardt, Denhardt, & Aristigueta, 2013). Transformational leadership is a “leadership approach that involves motivating followers to do more than expected, to continuously develop and grow, to increase self-confidence, and to place the interests of the unit or organization before their own; it also involves charisma, intellectual stimulation, and individual consideration” (Hitt, Miller, Colella, 2011, p. 305). Hitt and colleagues (2011) also provides that transformational leaders do the following (p. 306):

- (1) They increase followers’ awareness of the importance of pursuing a vision of mission and the strategy required;
- (2) They encourage followers to place interests of the unit, organization, or larger collective

before their own personal interests; and

(3) They raise followers' aspirations so that they continuously try to develop and improve themselves while striving for higher levels of accomplishment.

Bass and Avolio (1994) proposed four distinct components of transformational leadership: idealized influence—charismatic role modeling; inspirational motivation—articulating an evocative vision; intellectual stimulation—leader's ability to increase organization's members focus on problems and to develop creativity or innovative behavior; and individualized consideration—focus on individual strengths through coaching and mentoring. Various scholars argue that these dimensions are interrelated and are important factors that may influence norms, values, or changes towards a productive and effective organization (Hoill & Avolio, 1993; Jung & Sosik, 2002; Avolio & Bass, 1988). For example, Bass (1985) posited that transformational leaders often encourages members of the organization to actively work together as team—collective tasks performance—to foster creativity and innovation in the organization. Transformational leaders articulate clear and appealing organizational vision which is not only beneficial for the organization but also for the employees (Hitt et al., 2011). They are more eager to foster and encourage positive organizational outcomes (Avolio & Bass, 1988) such as job performance—cooperative/helping, creative, voice behavior, and effective task performance.

Lastly, transformational leadership has long been related with employee behaviors, including task performance and various measures of organizational citizenship behaviors (Podsakoff, MacKenzie, Paine, & Bachrach, 2000). There is increasing evidence that a variety of the relationship between transformational leadership and employee performance (Purvanova, Bono, & Dzieiczynski, 2006).

We assume that transformational leadership can give a significant impact on how employees perceive the use of E-HRM in the SCS, as well as, their job performance. Hence, we suppose that:

Hypotheses 1: Transformational leadership will be directly and positively related to E-HRM TAM—(a) PU, (b) PEOU, and (c) Behavioral Intention.

Hypotheses 2: Transformational leadership will be directly and positively related to job performance.

Public Service Motivation

Public service motivation (PSM) is a well-established concept that was developed in the U.S. and make known in the organizational behavior and psychological literatures. The idea of PSM revived the essence of public service ethic and public duty (Perry and Wise, 1990); thus is

somewhat reflective of an intrinsic work motivation in the public sector (Perry & Hondeghem, 2008; Park & Word, 2012). As Perry and Wise (1990) put it, “public service motivation may be understood as an individual's predisposition to respond to motives grounded primarily or uniquely in public institutions and organizations” (p.368). Public service motivation (PSM) is an important public administration concept (Mann, 2006; Perry & Wise, 1990; Pattakos, 2004) because it gives an explanation of an individual's act for the society (Breir & Selden 1998, Baarspul, 2011). Public service motivation (PSM) is defined as “an individual's predisposition to respond to motives grounded primarily or uniquely in public institutions and organizations” (Perry & Wise, 1990, p. 368; Perry, 1996, p. 6). That is motives—rational, norm-based, and effective—are psychological deficiencies that an individual feels the drive to dispose of (Perry, 1996). Hence, PSM is characterized by beliefs, values, and attitudes that manifest greater concern on the interest of the organization and the general public (Perry & Wise, 1990; Perry, 1996; Vandenabeele, 2009). PSM has become an important research area in public management, nationally and internationally (Perry & Hondeghem, 2008). Various studies held that PSM influence positively organizational factors such as satisfaction (Bright, 2008), and commitment of public employees (Park & Word, 2012), job performance (Alonso & Lewis, 2001), and among others.

As a well-established construct, PSM is composed of four (4) dimensions as developed by Perry (1996) based on an exploratory result, a 24-item scale: 1) attraction to policy-making, 2) commitment to public interest, 3) compassion, and 4) self-sacrifice (Perry, 1997; Coursey, Perry, Jeffrey & Littlepage, 2008). The attraction to policy-making focuses on the commitment to political dynamics in order to bring changes and improve delivery services. Commitment to public interest is the inclination of an individual to serve the general public. Compassion is an emotion-based motivation that drives an individual to do good things for others. Lastly, self-sacrifice is the willingness of an individual to disregard personal or self needs to help others and/or the society.

In this regard, we assume that the embedded motivational values of the employees may enhance or encourage them to adapt and/or use innovative ideas in the organization such as E-HRM. We also assume that employees who possess high public service motivation (PSM), it will lead to high job performance. Thus, we suppose:

Hypotheses 3: Public service motivation (PSM) will be directly and positively related to E-HRM TAM—(a) PU, (b) PEOU, and (c) Behavioral Intention.

Hypotheses 4: Public service motivation (PSM) will be directly and positively related to job performance.

Mediating Variable

E-HRM Technology Acceptance Model. As argued by Park and Ugaddan (2015), they pointed out that “the role of E-HRM has been recognized by HR practitioners in that it became a ‘common organizational practice’ (see Clark, 2006; Strohmeier, 2007). This is all because of the perceived contribution of E-HRM on increasing efficiency; improve service delivery, reduction of cost, and strategic development and transformation of human resource management in the organization (Parry, 2011; Lengnick-Hall & Moritz 2003; Ruël et al., 2006; Martin et al., 2008).” They further argued that, there is an “assumption and practical contribution of E-HRM—increasing the value and competitive advantage of the organization through HR functions—in the organization, there is a need for the extensive understanding and deployment of different infrastructural requirements as well as needed resource” (see, for example Dierickx & Cool 1989; as cited in Park & Ugaddan, 2015, p. 436).

Though studies have been conducted on Technology Acceptance Model and employee’s behavior, We argue that employee’s full adaption of the E-HRM is important and relevant in the organization. The “measure of the strength of one’s intentions to perform a specific behavior” or the so-called ‘behavioral intention’ (Fishbein & Ajzen, 1975, p. 288) is a strong predictor of behavior (e.g., Ajzen & Fishbein, 1980; Chiu, 2003). The theoretical propositions of theory of reasoned action (TRA) (Ajzen & Fishbein, 1975) and theory of planned behavior (TBP) (Ajzen, 1991) described explicitly the process that intention better predicts actual behavior. Since adapting new managerial and/or organizational innovations requires a strong disposition or behaviors are likely to be influenced not only by personal motivations but also by contextual forces, we apply a theoretical frame in which PSM, leadership, and organizational climate are integrated with the theory of reasoned action (TRA) (Ajzen and Fishbein, 1975, 1980) and the Technology Acceptance Model (TAM). The results of the study will deepen our understanding of the factors that may possibly increase or lessen employee’s tendencies to engage in whistle-blowing behaviors.

In this research we assume that the factors of E-HRM TAM (i.e., PU, PEOU, and Behavioral intention) will play a mediating role in the hypothesized model. Linking leadership, PSM and job performance through E-HRM TAM, we argue that it can effectively intervene on their impact on the outcome variable. Thus, we suppose:

Hypotheses 5a: Perceived Usefulness (PU) will be directly and positively related to behavioral intention.

Hypotheses 5b: Perceived Ease of Use (PEOU) will be directly and positively related to behavioral intention.

Hypotheses 5c: Behavioral intention will be directly and positively related to job performance.

Hypotheses 6a: [Mediation 1] Perceived Usefulness (PU) mediates the relationship between predictor of (a) transformational leadership, (b) PSM, and behavioral intention.

Hypotheses 6b: [Mediation 1] Perceived Ease of Use (PEOU) mediates the relationship between predictor of (a) transformational leadership, (b) PSM, and behavioral intention.

Hypotheses 6c: [Mediation 2] Behavioral intention mediates the relationship between predictor of (a) transformational leadership, (b) PSM, and job performance.

Moderating Variables

Organizational Culture. There are various driving forces that may jump-start the development of a creative and innovative and organizational system (forthcoming, Park & Ugaddan, 2015). Although challenges are expected along the way such as, acceptability of new system to the organizational culture, leadership commitment to engage in the advancement from typical HR functions to electronically embedded HR systems, and the employee's attitudes and/or behavior towards the new system, HR technologies can be able to sustain growth and job performance.

Organizational culture denotes on the behavior of individuals within a given organization. As pointed by Needle (2004), "organizational culture represents the collective values, beliefs and principles of organizational members and is a product of such factors as history, product, market, technology, and strategy, type of employees, management style, and national culture" (p. 78). If organizational culture is viewed as a variable, it characterized the organization; and can be altered or affected also depending on how the members of the organization interacts and on how leaders behave in the organization (Modaff, DeWine, & Butler, 2008).

As it was argued in previous studies, organizational culture can influence all other factors such as leadership, motivation, managerial or organizational practices, and employees' performance. Thus, we suppose:

Hypotheses 7a: Organizational culture will moderate the relationship between predictor of (a) transformational leadership, (b) PSM, and job performance.

Hypotheses 8a: Organizational culture will moderate the relationship between predictor of (a) transformational leadership, (b) PSM, and behavioral intention.

Organizational Structure. Organizational structure describes how "task allocation coordination and supervision are directed towards the achievement of organizational aims" (Pugh, 1990, p. 30). It can also be considered as the reflection of organization's environment as perceived by the people within it (Jacobides, 2007). In this research, we argue that organizational structure such as hierarchy, red tape, formalization could directly influence the type of leadership within the organization as well as the motivation that may push employee's to be fully engaged in their work. Thus, we hypothesize that:

Hypotheses 7b: Organizational structure will moderate the relationship between predictor of (a) transformational leadership, (b) PSM, and job performance.

Hypotheses 8b: Organizational structure will moderate the relationship between predictor of (a) transformational leadership, (b) PSM, and behavioral intention.

METHODS

Measurements of Variables

All of the items were asked using the 5-point Likert scale (1 = strongly agree, 2 = agree, 3 = neither agree nor disagree, 4 = disagree, and 5 = strongly disagree). However, for job performance is measured through: 1 = very low, 2 = low, 3 = very high, 4 = high, and 5 = not at all.

Transformational leadership. It was measured using a multi-item scale developed by Carless, Iaring, and Mann (2000)—global measure of transformational leadership— that contained dimensions such as individualized consideration, intellectual stimulation, inspirational motivation, and idealized influence.

Public service motivation (PSM). PSM was measured using the measurement scale introduced by Perry (1996): public policy making (3-items; 1=strongly agree to 5=strongly disagree), public interest (4-items; 1=strongly agree to 5=strongly disagree), compassion (5-items; 1=strongly agree to 5=strongly disagree), and self-sacrifice (5-items; 1=strongly agree to 5=strongly disagree).

E-HRM Technology Acceptance Model. We measured E-HRM TAM drawing from Fred Davis (1985). The survey items were modified and asked the respondents on how they perceived the usefulness, ease of use, and the possibility of ratifying a behavioral intention. Questions were asked through 5-point Likert scale.

Organizational Culture. In this study, we used the competing values framework (CVF) of organizational culture as introduced by Quinn & Kimberly (1984) to determine the degree of public sector organization culture in the Kyrgyz government agency. Cultural factors adopted the dimensions as proposed by Quinn and Kimberly (1984): group culture (5-items; 1=strongly agree to 5=strongly disagree), development culture (5-items; 1=strongly agree to 5=strongly disagree), hierarchical culture (5-items; 1=strongly agree to 5=strongly disagree), and rational culture (4-items; 1=strongly agree to 5=strongly disagree).

Organizational Structure. Hierarchy of authority was measured through a five item scale – adopted from Aiken and Hage (1996) – that asked the respondents about their perception on the

layers of communication in the Agency.

policies, and new programs. Red tape was evaluated by five items using a 5 point Likert scale (1=strongly agree to 5=strongly disagree) derived from Rainey, Pandey, and Bozeman (1995). Lastly, formalization was measured through seven items using a 5 - point scale (1=strongly agree to 5=strongly disagree) based from Aiken and Hage (1996).

Job Performance. We characterized job performance by four factors which are used as the outcome variables for the study. The cooperative/helping (7 items; 1=very low to 5=not at all) and voice behavior (6 items; 1=very low to 5=not at all) were measured in a manner consistent with the items adopted by Van Dyne and LePine (1998). The thirteen items (1=very low to 5=not at all) for creative behavior was derived from Zhou and George (2001) and Zhang and Bartol (2010); and the task performance (5 items; 1=very low to 5=not at all) was measured based on William and Anderson (1991).

Research Design

The study was carried from the State Customs Service of the Kyrgyz Republic including all departments in the Central office (National level). The reason for selecting this organization to test the proposed model is because since August 2014 they have started to implement E-HRM application. Taking into consideration E-HRM implementation author wants to examine internal situation within the State Customs Service of the Kyrgyz Republic. This allows to see whether this procedures innovation gives significant improvement to the agency and to examine the impact of Leadership, Motivation, Organizational Culture, Organizational Structure and E-HRM on the Job Performance.

Study Population

The sample utilized in the study comprised 79 full-time employees of the Kyrgyz State Customs Service under the Government of the Kyrgyz Republic. The respondents perform either professional managerial and/or administrative work in the agency. we asked the respondents to complete a survey about their perceptions and beliefs, or the intensity of their analysis concerning organizational characteristics such as structural, cultural, leadership characteristic, public service motivation (PSM), and job performance (i.e., task performance, cooperative/helping, creative, and voice behavior).

Data and Instrumentation

The researcher has collected primary data by combined approach through an online survey (<http://www.kwicksurveys.com>) to measure State Customs Service of the Kyrgyz Republic perceptions and options toward the adoption of E-HRM. After collecting data was recapped and analyzed using Statistical Package for Social Science (SPSS) version 20 and AMOS, enabling me to conduct Structure Equation Modeling (SEM).

For Structure Equation Modeling (SEM) was done for the whole model to test the effect of predictor variables through mediating variable (E-HRM) towards job performance.

FINDINGS AND ANALYSIS

Results of Quantitative Research

In this research, We employed four major statistical approaches in order to test the hypotheses based on the research model. After the missing data analysis, first, We conducted an exploratory factor analysis (EFA) to determine distinct factors from the survey items that We used for the study. Then, a subsequent reliability analysis by getting the Cronbach' α value for each of the factors were taken. Second, to test the relationships of the variables We identified in the hypothesized model, We initiated structural equation modeling (SEM) technique. The results of this analysis provides the direct impact of the predictor variables such as transformational leadership and PSM on technology acceptance (TAM) model variables for E-HRM and job performance. Third, through bootstrapping mediation analysis in SPSS (Version 20) by Hayes et al (2013), We assessed the mediating role of TAM for E-HRM on the relationship of the predictor variables and the outcome variable—job performance. Fourth, and last but not the least, in order to examine the interaction or moderating role of organizational culture and structure, on the relationship of predictor variables (i.e., transformational leadership and PSM) with behavioral intention and job performance, a multiple regression analysis through SPSS (Version 20) was initiated.

The demographic information of the samples utilized in the study are presented in the table below (see Table 1). The respondents characteristics are taken based on their work experience, gender, and age.

Table 1. Demographic Characteristics of the Respondents

Contents	Dimension	Frequency	Rate (%)
Work Experience	Under 1 year	20	25.3
	3–5 years	24	30.4
	6–10 years	14	17.7
	More than 11 years	21	26.6
Gender	Male	52	65.8
	Female	27	34.2
Age	20–29	26	32.9
	30–39	35	44.3
	40–49	18	22.8

Descriptive Statistics of Variables

Table 2 shows the descriptive information of the variables—mean, standard deviation, minimum, and maximum. The descriptive statistics that provide that the mean value of the leadership is 2.06 and motivation is 2.38. For the mediating variables, the mean value is near 1.7 to 1.8, while for the outcome variable is high (mean value near 3.5). For the moderating variables, the mean value of organizational structure is higher (mean value near 2.85) than organizational culture (mean value near 2.09).

Table 2. Descriptive Statistics

Variables	Mean	Std. Deviation	Minimum	Maximum
Predictor Variables				
Leadership	2.0633	.93400	1.00	5.00
Motivation	2.3797	.76885	1.00	4.75
Mediating Variables				
Perceived Usefulness	1.6709	.72007	1.00	4.00
Perceived Ease of Use	1.7848	.75822	1.00	5.00
Behavioral Intention	1.6646	.66853	1.00	3.00
Outcome Variable				
Job Performance	3.5000	.80064	1.00	5.00
Moderating Variables				
Organizational Structure	2.8523	.94394	1.00	5.00
Organizational Culture	2.0868	.81599	1.00	4.71

Exploratory Factor Analysis (EFA)

The data collected from the employees of the State Customs Service of the Kyrgyz Republic was designed in a way that it represents different items that may represent or measure the variables in the model. Factor analysis brings intercorrelated variables together fewer than one general and underlying variable, factor analysis was initiated for all the variables in the research model. In order to verify and take a distinct and separate values, considering convergent and discriminant validity issues, We conducted an exploratory factor analysis on each of the variables—predictor (i.e., Transformational leadership, motivation), mediating variable (i.e., E-HRM TAM—PEOU, PEU, and behavioral intention), outcome variable (i.e., Job performance), and moderating variable (i.e., Organizational structure, organizational culture). Using the principal component analysis (PCA) method and Varimax rotation technique, the results show that all the latent variables were clearly defined by each underlying variable. Thus, it provides a clean data to test the model and the hypotheses. The results show the factor analysis for the E-HRM TAM with factor loadings .687 to .880 and Cronbach's alpha value from .899 to .906, and a total variance explained cumulative value of 81.06%, therefore, the items are of good fit for reliability and robustness.

Correlation Analysis

The correlations of all the variables are presented in Table 3. First of all, job performance is positively correlated with predictor variables, including leadership, motivation, and perceived ease of use, perceived usefulness, behavioral intention, organizational culture, and organizational structure. Among these variables, behavioral intention has the highest correlation coefficients ($r = .660$). Second, the correlations between job performance and other variables are almost all significant. Not only the main predictor variables, but also the control variables, are statistically related to job performance. Work experience has the highest correlation coefficients ($r = .835$) with job satisfaction, followed by age ($r = .436$) and gender ($r = .128$). Transformational leadership has high correlation results in job performance. It is remarkable that leadership is the most positively correlated with the outcome variable.

Table 3. Zero-order correlations among antecedent, control, and consequent variable

Variables	1	2	3	4	5	6	7	8	9	10	11
Leadership	1										
Motivation	.146	1									
Perceived Usefulness	.205	.142	1								
Perceived Ease of Use	.273*	.227*	.655**	1							
Behavioral Intention	-.048	.033	.660**	.577**	1						
Organizational Structure	.195	.212	.157	.257*	.164	1					
Organizational Culture	.393	.411**	.257*	.399**	.219	.145	1				
Job performance	.388**	.117	.056	.116	.156	.003	.318*	1			
Age	-.079**	.117	.188	.006	.305**	-.314**	.436**	.065	1		
Gender	-.037	.122	.033	.082	.183	-.009	.128*	-.050	.243*	1	
Work Experience	-.128	.072	.169	.041*	.329**	-.246*	.835	-.028	.825**	.111	1

* Correlation is significant at the 0.1 level (two-tailed).

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

Test for the Direct Effects

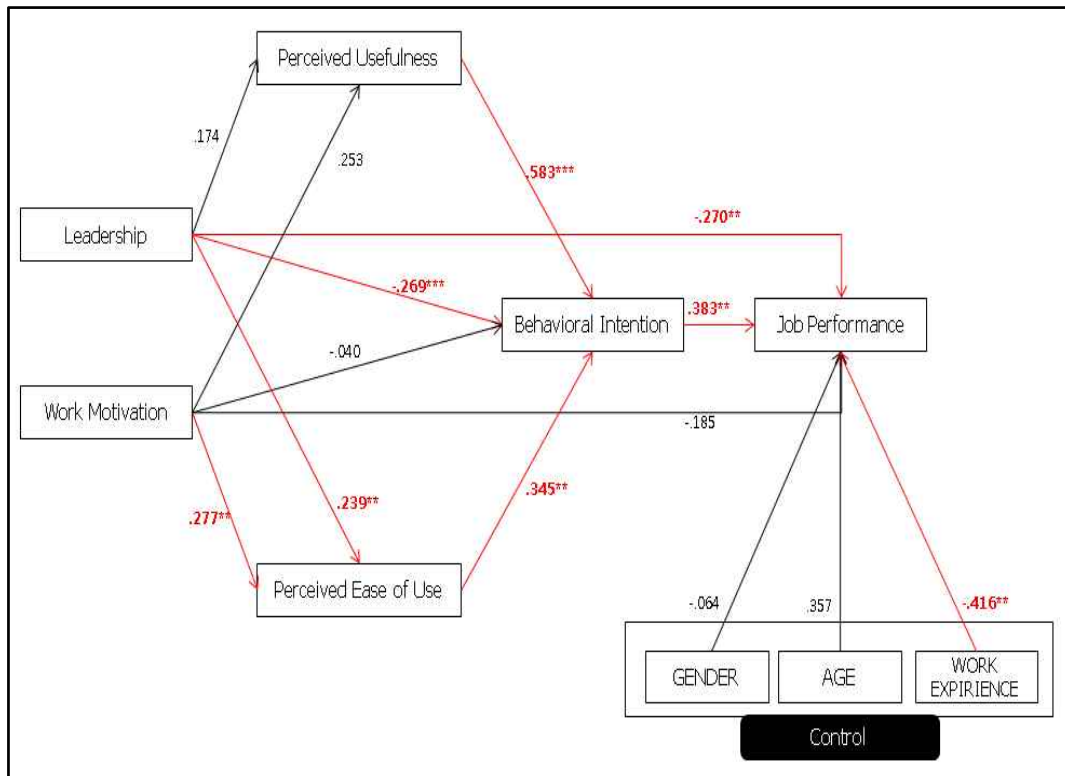
To test for the direct relationship of the predictor variables (i.e., Transformational and motivational factor) on E-HRM Technology Acceptance Model (i.e., Perceived usefulness, perceived ease of use, and behavioral intention) and job performance, we employed SEM. With this analysis, I will be able to answer the research question “What is the effect of leadership and motivation factor in E-HRM TAM and Job Performance?” Through the structural equation modeling (SEM) technique provides us goodness-of-fit indices which may imply the strength and robustness of the data in verifying the model and testing the hypotheses (see Figure 2). For example, the comparative fit index (CFI) is 0.934 (greater than 0.90 is acceptable), normed-fit index (NFI) is 0.809 (greater than 0.90 is acceptable), and reporting fit index (RFI) is 0.910 (greater than 0.90 is acceptable), root mean square error of approximation (RMSEA) is 0.071 (less than 0.08 is acceptable), and the Tucker-Lewis index (TLI) is 0.915 (greater than 0.90 is acceptable). Thus, the proposed model of leadership, motivation, E-HRM technology acceptance model, and job performance is a good fit of the data.

Also included in the model control variables such as the gender, age, and work experience. These demographic variables may give influence on how respondents perceive the role of transformational leadership, motivation factor, the use of technology integrated in the human resource management strategies, and the job performance. We assume that they at least lessen or may increase the associational impact and relationships of the variables. As previous studies

suggested, it is important to consider some context or individual characteristics that may affect the variables.

The results shows that motivation ($\beta = .277$) and leadership ($\beta = .239$) significantly and directly affect how employees perceived the ease of use of E-HRM in the State Customs Service of the Kyrgyz Republic. However, the data do not support any impact of the predictor variables on the perceived usefulness of the E-HRM systems. Thus, we may not be able to give any explicit statement as to how employees may see the usefulness of the new system. Interestingly, the findings provide that leadership negatively and significantly affect the behavioral intention ($\beta = -.181$)—the behavior to engage or adopt the new HRM system—thus, implies the consideration of a stronger leadership approach in the organization. The empirical results also provide a confirmation of the previous studies on Technology Acceptance Model (TAM) on the relationship of perceived usefulness and perceived ease of use in any newly introduced system. My findings show that perceived usefulness ($\beta = .583$) and perceived ease of use.

Figure 2. Structural Equation Model Leadership, Motivation, E-HRM TAM, and Job Performance



Note. All are in standardized estimate values. * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$, $\chi^2(df=147) = 205.361$, $p < .001$; $\chi^2/df = 1.397$; IFI = .937; TLI = .915; NFI = .809; CFI = .934; RMSEA = .071; PCLOSE = .076

($\beta = .345$) are directly and significantly related to behavioral intention. This suggests that employees in the State Customs Service consider these two attitudes and dispositional factors that may lead to a positive behavioral attitude.

Lastly, the empirical findings reiterate the negative and significant relationship of leadership with the variables in the model. In case of job performance, it appears that leadership is negatively associated with job performance ($\beta = -.270$). This seriously suggests contextual, organizational, and individual issues that need to be addressed—in order to imbibe innovations or technological introductions in the agency. On the other hand, employees perceived that the use or integration of E-HRM can positively and significantly enhance performance appraisal. The impact of behavioral intention on job performance ($\beta = .383$) is positive and highly significant.

Among the control variables, only work experience has a negative and significant impact on job performance. This may imply that, as employees gained more experience in the work, they perceive the introduction of E-HRM as a not that useful tool for job performance—though this may require a more in depth analysis. Meaning, they are more inclined and comfortable about using the routinely and/or traditional ways of doing things in the performance of job functions. The results of the unstandardized and standardized direct effects are summarized in Table 5

Table 5. Unstandardized and Standardized Direct Effects

Structural Path	Unstandardized Estimate (B)	Standardized Estimate (β)	S. E.	C. R.
Perceived Usefulness \leftarrow Leadership	.123 ^{ns}	.174 ^{ns}	.085	1.43
Perceived Ease of Use \leftarrow Motivation	.281**	.277**	.133	2.11
Perceived Ease of Use \leftarrow Leadership	.206**	.239**	.104	1.98
Perceived Usefulness \leftarrow Motivation	.211 ^{ns}	.253 ^{ns}	.114	1.84
Behavioral Intention \leftarrow Leadership	-.181***	-.269***	.064	-2.83
Behavioral Intention \leftarrow Motivation	-.032 ^{ns}	-.040 ^{ns}	.081	-.392
Behavioral Intention \leftarrow Perceived Usefulness	.557***	.583***	.152	3.67
Behavioral Intention \leftarrow Perceived Ease of Use	.270**	.345**	.120	2.24
Job Performance \leftarrow Motivation	-.200 ^{ns}	-.185 ^{ns}	.153	-1.31
Job Performance \leftarrow Behavioral Intention	.520**	.383**	.195	2.67
Job Performance \leftarrow Leadership	-.247**	-.270**	.109	-2.26
Job Performance \leftarrow Gender	-.109 ^{ns}	-.064 ^{ns}	.207	-.52
Job Performance \leftarrow Age	.386 ^{ns}	.357 ^{ns}	.228	1.69
Job Performance \leftarrow Work Experience	-.293**	-.416**	.142	-2.06

Note: * $p < 0.01$, ** $p < 0.05$, *** $p < 0.001$; ns = not significant

A Test on the Mediating Role of E-HRM TAM

In assessing the mediating or the intervening role of E-HRM Technology Acceptance Model in the relation of leadership, motivation, and behavioral intention—which is an element in the E-HRM TAM; and the mediating role of behavioral intention in the relationship of leadership, motivation, and job performance, we employed a bootstrapping analysis technique (Hayes & Preacher, 2004). This approach uses multiple regression analysis to estimate the proposed mediating function of the perceived usefulness, perceived ease of use, and behavioral intention in the hypothesized model. Table 6 summarized the result of the mediation analysis through bootstrapping.

The mediation analysis shows that perceived usefulness and perceived ease of use do not mediate the relationship of the predictor variables—leadership and motivation—and behavioral intention. This may imply that behavioral intention may directly be affected by different factors; however, the direct association of perceived usefulness and ease of use of certain innovative technological adoptions is more critical and important—as it was pondered in the Technology Acceptance Model (TAM).

Interestingly, the mediation results proved the mediating role of behavioral intention in explaining the impact of leadership ($\beta = .1245$) and motivation ($\beta = .1186$) of job performance ($\beta = .12$). This implies that behavioral intention—the actual use of E-HRM in the organization could possibly enhance job performance.

Table 6. The Results of Bootstrapping Analysis

Mediation Path	β -value (CI)	Mediation Results
Leadership → Perceived Usefulness → Behavioral Intention	.10 (-.00 to .24)	No Mediation
Motivation → Perceived Usefulness → Behavioral Intention	.08 (-.05 to .24)	No Mediation
Leadership → Perceived Ease of Use → Behavioral Intention	.12 (.02 to .25)	Partial Mediation
Motivation → Perceived Ease of Use → Behavioral Intention	.12 (.01 to .26)	Partial Mediation
Leadership → Behavioral Intention → Job Performance	-.01 (-.06 to .02)	No Mediation
Motivation → Behavioral Intention → Job Performance	.01 (-.03 to .07)	No Mediation

Note: Partial mediation denotes that the direct and indirect effects are statistically significant, whereas, full mediation denotes that only indirect effects are significant. No mediation results when the confidence interval includes zero in the range.

A Test on the Moderating Role of Organizational Structure and Culture

We analyzed the moderating role of organizational structure and culture on the association between leadership, motivation, and (a) behavioral intention and (b) job performance through multiple linear regressions in SPSS (Version 20). Various studies employed this approach in looking at the interaction impact of variables in a certain outcome variable (Baron & Kenny, 1986; Wayudi & Park, 2014). In the moderation analysis, all variables are mean-centered and the product terms were used in the regression analysis. Table 16 and 17 presents the regression model summary and ANOVA for behavioral intention as the outcome variable. As the results shows, the adjusted R-squared value is .615, meaning 61.5% of the behavioral intention is explained by the predictor variables—predictors—including the interaction terms. The ANOVA results shows that the model is significant at $p < 0.001$, with F value of 10.567.

As the results implies, organizational structure and culture do not provide any significant moderating impact on the relationship of the predictor variables and behavioral intention. These findings may give an explanation that contextual issues such as structure and culture could not really impact on how employees perceive the adoption of E-HRM. The results of the multiple linear regression analysis are summarized in Table 7.

Table 7. Multiple Regression Results: Behavioral Intention

Outcome Variable	Behavioral Intention		
Predictor Variables	Unstandardized Coefficients (B)	t	Standardized Coefficients (β)
Leadership (L)	-.316**	1.974	-.442
Motivation (M)	-.106	-.409	-.121
Perceived Usefulness	.450***	4.816	.484
Perceived Ease of Use	.228*	2.532	.259
Moderating Variables			
Organization Structure (OS)	.490*	2.621	.692
Organizational Culture (OC)	.208	.785	.254
OC x L	-.114	-1.736	-.585
OC x M	.072	1.010	.355
OS x M	-.079	-.952	-.378
OS x L	-.082	-1.534	-.497
Control Variables			
Gender	.209	1.933	.149
Age	-.004	-.034	-.005
Work Experience	.125	1.632	.214
N		79	
R ²		.679	
Adjusted		.615	

* $p < 0.01$, ** $p < 0.05$, *** $p < 0.001$

Lastly, testing on the moderating impact of organizational structure and culture on the relationship of predictor variables—predictors—and job performance. The regression model is significant at $p < 0.05$ with R square value of .320 and F value of 2.586 (see Tables 19 and 20). In Figure 3, the plot for the moderation analysis is presented.

The moderation analysis provides that the interaction terms of leadership and motivation with organizational culture is significantly and positively affecting job performance with $\beta = .237$ and $\beta = .283$, respectively. While results on the moderating roles of leadership and motivation and organizational structure on job performance were not supported by the data. Table 8 shows the results of the regression analysis with the interaction terms on job performance.

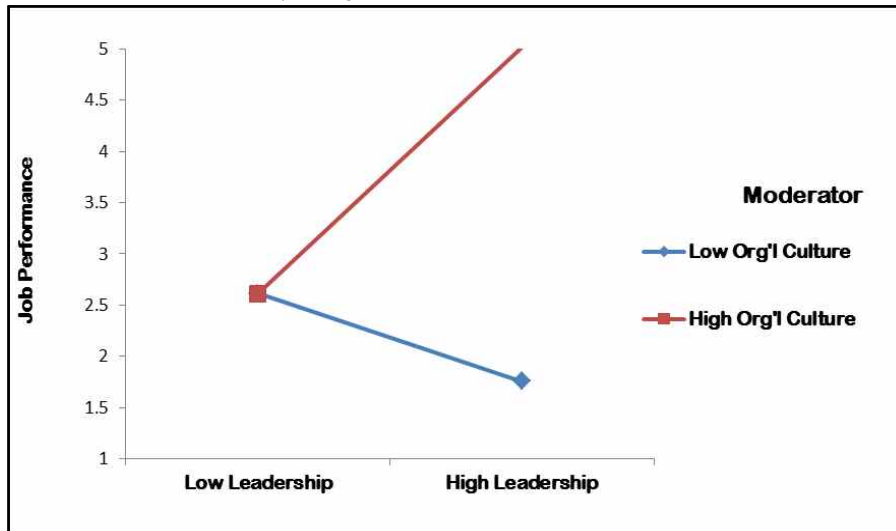
Table 8. Multiple Regression Results: Job Performance

Outcome Variable	Job Performance		
Predictor Variables	Unstandardized Coefficients (B)	t	Standardized Coefficients (β)
Leadership (L)	-.574**	-2.045	-.670
Motivation (M)	-.446	-1.015	-.428
Behavioral Intention	.370*	2.511	.309
Moderating Variables			
Organization Structure (OS)	.201	.604	.238
Organizational Culture (OC)	-1.583***	-3.462	-1.613
OC x L	.237**	2.075	1.020
OC x M	.283**	2.370	1.167
OS x M	-.075	-.521	-.299
OS x L	-.022	-.240	-.112
Control Variables			
Gender	.219	.217	.203
Age	-.247	.134	-.352
Work Experience	.370*	.147	.309
N		79	
R ²		.320	
Adjusted		.196	

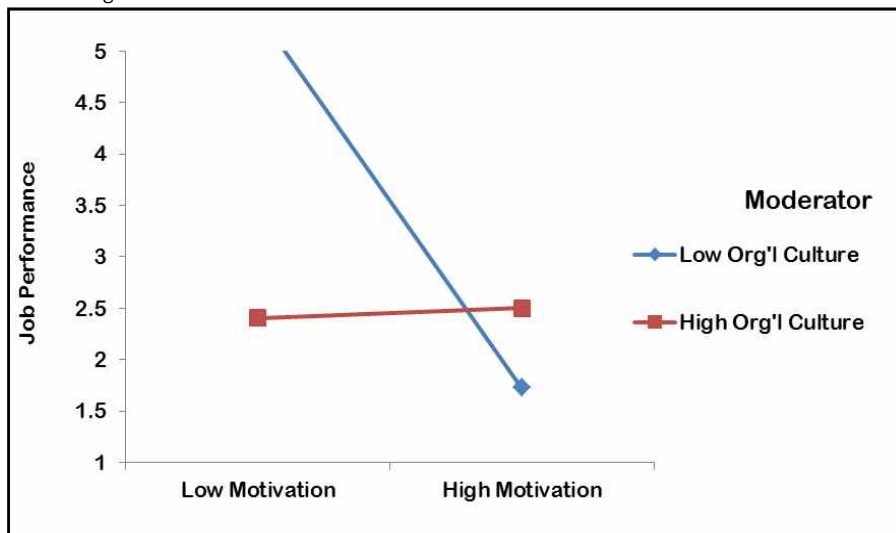
* $p < 0.01$, ** $p < 0.05$, *** $p < 0.001$

Figure 3. Plot for the Moderation Analysis Transformational Leadership, PSM, and Organizational Culture = Job Performance

Transformational Leadership x Org'l Culture = Job Performance



PSM x Org'l Culture = Job Performance



DISCUSSION AND CONCLUSION

In the public management literature, typically most of the dimensions such as environment, culture, structure, leadership, process, and people have been emphasized as feasible possibilities influencing the organizational performance. Previous studies (e.g., Kim & Park, 2014; Borman and Motowidlo, 1997; Irner, 2000) has verified that different organizational culture and climate could possibly undermine public sector performance. However, testing the different organizational, managerial, and individual factors into countries remains an area to be explored. For example, in Kyrgyzstan, unlike in a Western context, the government organization's characteristic is unique because the public sector experienced series of changes and transformation—and still in the process of transition towards a complete public service deliverer in the democratic ambience. An organization in a transition period may have particular organizational spirit that may induce performance from its members. These are most likely divergent with the existing results of studies in the public management.

The transformational leadership on enhancing the employee's perceived ease of use of the E-HRM seems to be crucial; therefore, Hypothesis 1b is accepted. However, the result on the behavioral intention is negative and significant which leads to the rejection of Hypothesis 1c; while the effect on perceived usefulness (PU)—Hypothesis 1a—is not supported by the data. The findings implies that transformational leadership is giving a mixed effect on the technology acceptance model (TAM) as employees may ratify any behavior or attitude into positive action (in this case the adoption of E-HRM programs). In the impact on job performance, it appears that transformational leadership does not give any positive impact, in that rejected Hypothesis 2.

Transformational leadership can motivate members of the organization towards positive moral and organizational values through strong emotional drives. However, it appears that it will not always be an appropriate approach in most cases. There are criticisms that transformational leadership is facilitative of organizational change (Barnett, McCormick & Conners, 2001) because it may distract performance by taking time away to be involved in other activities an inspirational or transformational leader may initiate. Bass (1997) also posited that transformational leaders may have the inclination of 'self-promotion' through impression management that may hinder shared leadership, equality, consensus and participative decision-making. Lastly, we may argue that the transformational leadership approach alone may not suffice to address performance in the organization. The public sector adopts a hybrid leadership strategy that will manifest both transactional, transformational, or say a strongman leadership approach to exhaust performance. This approach, for the time being, would be

applicable to the organizational ambience where the public sector in the Kyrgyz Republic is situated at present.

On the role of PSM, the study shows that it gives a positive impact on perceived ease of use (PEOU), thus, leads to the acceptance of Hypothesis 3b. While all other hypotheses on the direct impact of PSM are not supported by the data (i.e., Hypotheses 3a, 3c, & 4). The PSM have a great role to play in engaging the public servants to perform well in the organization. People in the organization may have an immense propensity of entering in the public service because of personal value on public service ideals, however through the different organizational forces such as environment, organizational culture, structure, processes, and managerial characteristics,

PSM can be strengthened by integrating prosaically or public service values in the public sector management system (Paarlberg & Perry, 2007). For example, Paarlberg and Perry (2007) suggested some strategies such as integrating public service motivation into human resource processes specifically the P-O Fit perspective in the recruitment process. They also suggest incorporating an effective 'socialization to public service' for the newcomers that will emphasize the values identical to the organizational vision, mission, goals, and objectives (Paarlberg & Perry, 2007; Brief & Motowidlo, 1986; Chatman, 1991). The socialization process must focus on demonstrating how "public service goals through the design of public and the delivery of public services (Kim, 2005; Klein & Iaver, 2000; as cited in Paarlberg & Perry, 2007, p. 5). Lastly, the possibility of integrating PSM as a criterion for appraisal systems would enhance the internal consistency in the HR process (Paarlberg & Perry, 2007). The non-task related behaviors must be given attention such as pro-social behaviors, in performance appraisal systems which may encourage boosting PSM of a member of the organization (see also Visisvaran and Ones, 2000; Ilbourn, Johnson, Erez, 1998).

This study ascertained that PSM is the most important factor that may affect job performance—task and contextual performance (Perry & Wise, 1996). The finding that shows transformational leadership negatively and significantly affects job performance is appealing because most of the studies on this type of leadership provide an affirmative impact to performance. Thus, these findings provides as important information that in the public sector of Kyrgyz Republic that may help formulate managerial and policy solutions.

The study also confirmed the results of the previous studies on technology acceptance model (TAM), in which perceived usefulness (PU) and perceived ease of use (PEOU) are important predictors of behavioral intention (see for example, Fishbein & Ajzen, 1975; Ajzen, 1991). In our study, it reveals that behavioral intention is predicted by PU and PEOU, thus Hypothesis 5 is accepted. This may also imply that even in a very structured organization, the

perceived usefulness and ease of using a certain technological innovations can bring help develop the attitude or behavior towards a positive action. In the mediation analysis—testing on the role of E-HRM TAM, the results shows that perceived usefulness (PU) seems to be not a mediator on the relationship of the predictor variables and behavioral intention—Hypothesis 6a is rejected. However, perceived ease of use (PEOU) reveals that it can mediate the impact of transformational leadership and PSM on behavioral intention, thus, Hypothesis 6b is accepted. While the hypothesis 6c on the mediating role of behavioral intention on explaining the influence of the predictor variables on job performance is rejected.

In the moderation analysis, it appears that organizational culture moderate's then impact of the predictor variables on job performance, thus Hypothesis 7a is accepted. All other hypotheses (i.e., Hypotheses 7b, 78a, & 8b) on moderation were not supported by the data. The results suggest that organizational culture does really influence the job performance either with the aid of a technology or the traditional ways of doing things in the organization (see Sriramesh, 2007; Schein, 1996).

Implications for Theory and Practice

In the study of technology acceptance, there have been studies that explored the role of leadership; however scant studies have looked into the role of transformational leadership in the model—technology acceptance model. Although public management scholars have recognized the leadership as an important factor in enhancing the effectiveness of public sector organizations (Rainey & Steinbauer, 1999), the mechanisms by which transformational leadership may influence organizational innovations such as the E-HRM remain poorly understood. Thus, the results of the study can give a contribution on transformational and public sector leadership explaining the role it play in the organizational initiatives and strategies. It was concluded in this study that transformational can influence the aspect of technology acceptance and integration in the organization in the enhancing the perception of employees on the ease of using technology, in which case would be able to ratify a disposition or attitude towards a favorable behavior towards innovation like E-HRM. Though, it may be only on this aspect, however, the results of the study also conclude that the role of directive or a “strong hand” leadership seems to be still working. In an organizational context, like the SCS, it may be necessary to employ a directive type of leadership in order to maximize and encourage employees to be engaged in the organization. However, basing on the results of the study, we argue that a “blended type” of leadership—which possesses both the directive, transformational, and transactional characteristics of leadership must be embedded and employed

in the organization.

In this regard and as a managerial implication, the organization may endeavor to continue working on enhancing leadership capabilities through Human Resource Development (HRD) implementing a continuing education and training for managers and prospective supervisors, managers, or heads of different bureaus in the State Customs Service of the Kyrgyz Republic. This may require the implementation of different HRM approaches under the rubric of HRD to develop leaders in the organization such as, mentoring, formal education program, and among others. The present E-HRM program may develop software that can possibly cater the training and development need of the organizational leaders.

Second, the study has shown that PSM can still play an important role in the technology acceptance process. Previous studies may have taken into consideration work motivation factors but have been limited on intrinsic and extrinsic motivation. As we have argued in this study, the role of an embedded or motivational value—present even before an employee joins the organization like PSM can possibly influence the perception and behavior on technological integration in the organization. The perceived ease of use on E-HRM found out to be dependent on the level of employees PSM. Meaning, the higher the employee's PSM, the greater the chances that they will have higher perception on the ease of use of any technology in the organization. Thus, the results may imply a serious endeavor towards enhancing the employees' PSM.

In this context, the organization can help enhance the PSM through various organizational socialization processes (Lee & Kim, 2014; Perry, 1996). Meaning, conducting socialization under the rulebook of HRD; this may help enhance the PSM of the employees. Also, as stated-above, the SCS may employ HRM approaches which may encourage the recruitment and selection of employees that have strong and high PSM.

Third, the results on how the factors under the technology acceptance model, designed in a way that shows the E-HRM perception of the employees, have proven previous studies that discusses the relationship of the perceived usefulness and perceived ease of use on the behavioral intention of the employees. However, in this extant research, the technology acceptance process delves on the adaption of organizational innovation—E-HRM in the organization. Also, it does not only focus on how these factors—PU, PEOU, & BI—interacts but also explored the possible predictors and outcomes. The study explored also the mediating role of the two factors—PU and PEOU—on the relationship of the identified predictors and behavioral intention. And then, examined how behavioral intention can mediate the impact of the predictors on job performance. As the results implies, the PEOU mediates the relationship of transformational leadership, PSM and behavioral intention. It may suggest that there is a

need to strengthen the two predictors in order to transfer any dispositional or behavioral intention into positive action.

Lastly, the role of the organizational culture has proven its significant role in whatever aspects of the organization, for example, leadership, work motivation, innovation, job performance, and among others (Park, 2014). The cultural dimension of the organization can contribute on organizational innovation by encouraging a flexible and in some instances, a rigid culture that may possibly encourage employees to accept and adapt organizational strategies and initiatives for improvement.

Limitations and Suggestions for Future Research

The results of the study cannot be generalized to other public sector agencies of the Kyrgyz republic because of the limited number of the respondents—which are only focused on the State Customs Service employees. Also, the questions are designed to ask the perception of the respondents, thus common method bias may result on the analysis. It may require the employment of common method variance test to remove any doubt as to the reliability of the responses of the samples. Future studies may explore the behavior of the employees in all other agencies that are implementing the same program in the Kyrgyz Republic. In this case, we may be able to say that the results of the study may be generalized and maybe applicable to other agencies

NOTE

* This research paper is developed from Kalybek's master thesis (Boosting Job Performance of Customs Service in the Kyrgyz Republic) submitted in partial fulfillment of the requirements for the Global Master's in Public Administration, Graduate School of Governance, Sungkyunkwan University, Seoul, Korea.

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[1] President Atambayev's (since 2011) administration facing great challenges, because of the previous years of democracy that did not able to implement any successful public administration reformations. Probably by the implementing new technologies and sharing international experience in the governance will give the chance for the sustainable future of the Kyrgyzstan. The fact that the formation of the Customs Service of the Kyrgyz Republic took place during the independence, and that service staff and managers are former Communist Party members, the military, the police and citizens

educated in the USSR. Without international experience, it was difficult to build (make) an effective structure of the Customs Service of the Kyrgyz Republic. However, at the moment, the organization collects 51% of the country's revenue, which is more than \$500 Million and succeeded making the Kyrgyz Republic in the top 5 countries list whose foreign trade volume exceeded the GDP (after the United Arab Emirates, Hong Kong, Singapore and Taiwan).

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