

Article

From Organizational Practices to Public Value: A Human-Centric Model of Employee Proactive Behavior in Public Service Organizations

Salem Ben Zarraa *, Sarvnaz Baradarani, Kolawole Iyiola  and Ahmad Bassam Alzubi

Department of Business Administration, Institute of Graduate Research and Studies, University of Mediterranean Karpasia, Mersin 33010, Turkey; sarvnaz.baradarani@akun.edu.tr (S.B.); kolawole.iyiola@akun.edu.tr (K.I.)

* Correspondence: 220634080@std.akun.edu.tr

Abstract

This study acknowledges the role of high-involvement work practices (HIWPs) in promoting proactive behavior among public organization employees, addressing the need to obtain further insights into the mechanisms and identify contingencies (i.e., both conditional and individual factors) that might impede the effectiveness of such practices. This builds on emerging empirical studies in the public management literature by drawing on social exchange theory and social cognitive theory to empirically test the impact of HIWPs on employees' proactive behavior, using data collected through a two-wave, time-lagged survey design with a one-month interval from Turkish public organizations. The mediating role of public relations values was also examined, along with the moderating roles of role breadth self-efficacy and employees' use of normative public values. Relying on 554 data obtained from Turkish public organization employees, this study finds that HIWPs positively impact employees' proactive behavior and public relations values. Public relations values positively impact employees' proactive behavior and partially mediate the link between HIWPs and employees' proactive behavior. Role breadth self-efficacy moderates the positive relationship between HIWPs and public relations values, with the relationship being stronger for employees with high role breadth self-efficacy than for those with low. Employees' use of normative public values moderates the positive link between public relations values and employees' proactive behavior, with the relationship being stronger for employees with high use of normative public values than for those with low. The main theoretical and practical implications of the study's outcomes are outlined and discussed, along with important future research directions. The findings highlight the importance of human-centric organizational practices in fostering public value in VUCA-D environments. By enabling proactive behavior, public organizations can enhance adaptability, support value co-creation with citizens, and strengthen trust in public service systems.



Academic Editor: Francis Heylighen

Received: 26 March 2026

Revised: 24 June 2026

Accepted: 25 June 2026

Published: 3 July 2026

Copyright: © 2026 by the authors.

Licensee MDPI, Basel, Switzerland.

This article is an open access article distributed under the terms and

conditions of the [Creative Commons](#)

[Attribution \(CC BY\)](#) license.

Keywords: high-involvement work practices; public relations values; role breadth; self-efficacy; employees' use of normative public values; proactive behavior

1. Introduction

In public organizations, nurturing employees' proactive behavior is critical to improving adaptability and service delivery amid bureaucratic and institutional constraints [1,2]. While management scholars have long called for the adoption of high-involvement work practices to improve organizational functioning (e.g., Mehmood et al. [2]), the extant literature on employees' proactive behavior in the public sector has largely focused on leadership

roles and lean innovation [3,4]. Unfortunately, although high-involvement work practices are crucial for improving public sector service provision and delivery [5], prior studies in the public sector have largely ignored the investigating high-involvement work practices (exception [2]). Moreover, while there are emerging studies on high-involvement work practices in the public sector [2,5], we still know little about how they influence employees' proactive behavior in the public sector, and even less about how this process can be initiated and supported. Thus, this study aims to investigate the influence of HIWPs on employees' proactive behavior in public service.

Contemporary public organizations operate within a VUCA-D environment characterized by volatility, uncertainty, complexity, ambiguity, and rapid digital transformation [6,7]. These dynamics have intensified following the COVID-19 pandemic, which accelerated the adoption of digital technologies and hybrid work systems across public services [8]. As a result, traditional bureaucratic structures are increasingly challenged, requiring public employees to demonstrate adaptability, initiative, and proactive engagement in addressing complex and evolving service demands.

In this context, there is a growing shift toward a human-centric perspective in public administration, often referred to as "new humanism," which emphasizes the central role of civil servants as active agents in creating public value [9,10]. Rather than being passive implementers of policies, public employees are increasingly expected to interpret, adapt, and co-create services that respond to citizens' needs. This shift underscores the importance of understanding how internal organizational practices can foster value-driven and proactive behaviors among employees in public service settings.

HIWPs are defined as a set of management practices designed to promote greater employee involvement in operational problem-solving, input, and decision-making power, encompassing elements such as work processes, work outcomes, rewards that follow, and work system knowledge [2,11]. In general, prior studies have demonstrated that human resource practices not only impact but can also shape employee proactive behavior [12]. Although proactive work behavior may vary in response to different human resource practices, the common ground is that it is a form of social exchange. From this standpoint, previous studies highlight that high-involvement work practices can stimulate such social exchange between employees and employers in public service [13]. While emerging research acknowledges that high-involvement work practices can stimulate employees to work proactively for the collective benefits of the organizations, themselves, and the customers [2], the mechanism by which HIWPs influence employees' proactive work behavior remains poorly understood. Moreover, research calls have highlighted the need to explore the cultural and psychological processes that transmit human resource practices into employee proactive outcomes [14,15]. A potential mechanism worth investigating is public relations values. In this study, public relations values refer to the set of beliefs internalized by individuals within an organization that shapes their identities and attitudes, going beyond self-interest to focus on the wider public interests, driven by internal motivation [16].

HIWPs, such as education and training, participative decision-making, and performance-based rewards, are designed to empower employees and promote a sense of ownership and mutual obligation [17–19]. In the public sector context, where public service values and mission are at the core of operational activities [20], such practices may not only reinforce motivation but also stimulate more meaningful normative commitment that corresponds with public relations values [12,21]. From this standpoint, when individuals internalize values that prioritize societal welfare and transparency, they are more likely to engage in proactive behaviors that transcend formal job descriptions [22]. Hence, public relations values represent a theoretically grounded yet unexplored mechanism through which

high-involvement work practices translate into employees' proactive behavior. Accordingly, in response to the identified research calls, this study examines public relations values as the mechanism by which HIWPs may affect employees' proactive behaviors in public organizations.

Furthermore, while recognizing the potential significance of human resource practices, we are aware that investigating their main effects rarely fully captures the complexities of organizations, underscoring the need for a more nuanced approach [23,24]. Based on this, recent research calls for more effort to identify contingencies, both conditional and individual factors, that strengthen or constrain the effectiveness of human resource practices [2]. In the context of public organizations, high-involvement work practices are particularly essential because public relations work depends heavily on relational values such as transparency and also on professional judgment [25]. Despite this, existing studies often assume that high-involvement work practices have universal impacts across all individuals, overlooking individual employees' psychological capacities that could shape how such practices are experienced (e.g., Flinchbaugh et al. [26]; Islam et al. [27]). To fill this void, this study investigates role breadth self-efficacy as an individual contingency factor that can interact with high-involvement work practices to influence public relations values. Moreover, this study investigates employees' use of normative public values as a moderating condition that can interact with public relations values to influence employees' proactive behavior. Both are highly relevant to the context of public organizations, which will be further discussed in the subsequent sections.

Based on the research calls and identified research gaps, this study constructs a research model (Figure 1) and draws on social exchange theory and social cognitive theory to examine the influence of HIWPs on employees' proactive behavior, with public relations values as a mediating variable. The moderating roles of role breadth self-efficacy and employee use of normative public values were further examined using data collected from Turkish public organizations.

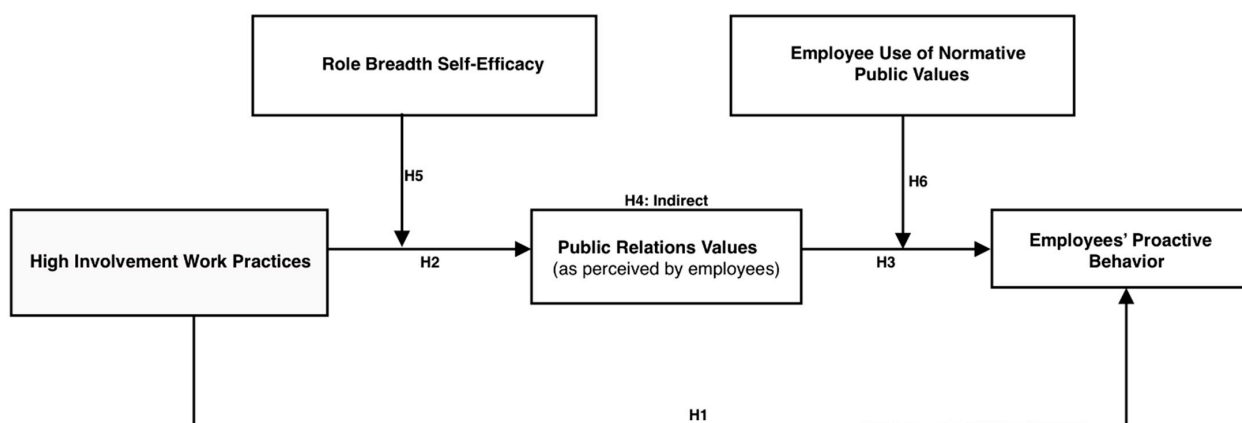


Figure 1. Research model.

In sum, this study offers several key contributions to the existing literature. First, it advances the current body of knowledge by providing empirical evidence that high-involvement work practices (HIWPs) directly influence employees' proactive behavior using data collected from Turkish public organizations. Understanding this relationship is critical for extending human resource practices and theories in bureaucratic contexts, while also highlighting the role of employees as active, value-driven agents in human-centric public service systems [2].

Second, although prior research has established a link between high-involvement work practices and employees' proactive behavior [2], the underlying mechanisms in public

organizations remain largely underexplored. This study addresses this gap by identifying public relations values as a key mediating mechanism through which HIWPs influence proactive behavior.

Third, this study contributes to the literature on individual and conditional factors shaping human resource practices and employee outcomes [23] by examining the conditions under which HIWPs are more or less effective in fostering proactive behavior. Specifically, it investigates the moderating roles of role breadth self-efficacy as an individual contingency and employees' use of normative public values as a contextual condition. Given the ambiguity surrounding such contingencies, and the recognition that the effectiveness of human resource practices depends on contextual conditions [23,24], this study provides a more nuanced understanding of how these relationships operate, particularly within complex and uncertain (VUCA-D) public sector environments.

Finally, this study extends the applicability of social exchange theory by offering new insights into the role of HIWPs in shaping employee behavior within the Turkish public sector. It integrates organizational practices, value internalization, and proactive behavior in a conceptual model that enables value co-creation in contemporary public administration contexts.

2. Underpinning Theories and Hypotheses Development

2.1. Social Exchange Theory (SET) and Social Cognitive Theory (SCT)

The basic tenet of SET is the tangible and intangible exchange between groups, parties, or organizations to secure reciprocal benefits [28]. Based on this, the exchange of resources between individuals can be regarded as a reciprocal exchange of behavior [2]. From this perspective, Jiang et al. [29] highlight that individuals not only reciprocate the positive treatment they receive from their organizations, such as training, performance rewards, and involvement in decision-making, but they also exchange resources with their organizations because of higher trust levels. Based on this, scholars are adopting SET as a theoretical foundation to investigate the influence of high-involvement work practices on different employee outcomes [29,30]. However, employee proactive behavior has received less attention. SET suggests that employees perceive human resource practices as an investment in them and, consequently, reciprocate with positive behaviors and attitudes [31]. In this vein, it is reasonable to infer that public organization employees' proactive behavior reflects their dedication, arising from their involvement in high-involvement work practices. Thus, SET is considered a suitable theory for explaining the relationship between HIWPs and proactive work behavior.

Social cognitive theory (SCT) [32] is among the most important theories for understanding human behavior. SCT is widely used in human resource management and organizational psychology to explain how individuals perceive and react to workplace practices, especially in fostering self-initiated behavior [33]. SCT posits that beliefs, perceptions, and expectations shape individuals' behavior. SCT emphasizes how self-efficacy influences behavior, motivations, and performance [34]. The theory argues that individuals are not only influenced by internal factors or external stimuli; rather, they are self-reflecting, self-organizing, and self-regulating agents who proactively participate in their own development [32]. This perspective makes SCT a well-suited theory for investigating organizational contexts where employees exercise self-direction and initiative to improve work processes. SCT also emphasizes that personal factors include not only self-efficacy and cognitive abilities but also values, attitudes, and emotional states [35]. These internal elements affect individuals' perceptions and reactions to external stimuli, acting as interpretive frameworks for evaluating organizational practices. Based on this, recent studies use SCT to understand employee outcomes relating to human resource

management practices by exploring individual contingencies and cognitive factors [36]. From a public value perspective, organizational practices and employee behaviors are central to the creation of value for society [9,37]. The current study aims to use these two theories to offer new insights into how, and under what conditions, high-involvement work practices can be used to promote employees' proactive behavior in the context of public organizations.

Taken together, SET offers the relational and social foundation that explains how employees respond to organizational investments through reciprocal attitudes and behaviors, while SCT serves as a complementary theory that explains how employees cognitively interpret such experiences and why individuals may differ in their responses to the same workplace conditions. While SET posits that employees will reciprocate supportive practices (i.e., HIWPs), SCT explains the cognitive conditions under which this reciprocity translates into internalization and engagement in proactive behaviors.

2.2. HIWPs in Public Organizations

Public sector organizations globally are under increasing pressure to provide high-quality services to citizens while simultaneously addressing strict bureaucratic structures and swiftly changing societal expectations [38]. Given these challenges, researchers are increasingly focusing on HRM practices to improve employee performance, engagement, and motivation [39,40]. Among these practices, HIWPs have emerged as a viable approach to improve employee behaviors and attitudes that can contribute to the effectiveness of organizations [2]. HIWPs are a coherent set of HR policies designed to improve employee participation in decision-making and equip them with the information, skills, and autonomy required to enhance organizational processes [2,11]. By improving communication, participation, and empowerment, these practices foster commitment, trust, motivation, and performance, while also enhancing employees' emotional and physical investment in their organization [2].

Although HIWPs have conceptual similarities with high-commitment work systems and high-performance work systems, they differ in that they prioritize employees' participation and involvement in organizational processes instead of solely focusing on performance outcomes. This particular distinction makes HIWPs markedly relevant in public organization settings, where employee involvement in public service values and citizen welfare is critical [41]. Moreover, HIWPs' usefulness in public organizations presents both opportunities and challenges (e.g., Yang et al. [42]). Public organizations operate within a unique institutional context characterized by bureaucratic constraints and a priority on public interest over profit maximization [12]. Recent empirical research indicates that HIWPs can significantly improve employees' outcomes in public firms [2,18,19]. Further, emerging research demonstrates that HIWPs can promote proactive behavior among public servants [2]. Proactive behavior is required to deliver citizen-centered, high-quality services.

2.3. High Involvement Work Practices and Employee Proactive Behavior

High-involvement work practices are key to ensuring employees' success by boosting their motivation and competencies in the workplace [25,43]. Organizations adopt high-involvement work practices to enhance employees' competencies through knowledge, rewards, information, and power [18,19]. These practices not only facilitate improvements in employee performance but also in firm performance by providing opportunities for growth, including training and development [44]. Based on this, firms integrate high-involvement work practices as an investment in their human capital to improve individual morale and confidence to achieve organizational goals [45].

Employee proactive behavior is defined as self-initiated, anticipatory actions taken by employees to promote improvement or change in their work environment [46]. Employee proactive behaviors are beneficial because such behaviors lead to the development of new products and services [47]. Moreover, organizations commonly adopt high-involvement work practices to achieve strategic objectives and become more effective through workforce proactive activities [48]. Despite this, the exact direct link between HIWPs and employees' proactive behavior remains under-researched in the extant literature.

Several consequences of high-involvement work practices have been demonstrated in the extant literature, but there is limited discussion on their impact on employees' proactive behavior [44,49]. Within the SET framework, high-involvement work practices can be viewed as firm investments that boost a sense of value and skills [2], hence initiating a social exchange process. Moreover, high-involvement work practices strengthen the connections between employees and employers by synchronizing their objectives, resulting in improved behaviors and attitudes among employees [50]. For example, when organizations invest in their employees through supportive practices, employees interpret this as an indication of organizational support and care, leading them to reciprocate with positive behavior and attitudes [2]. Unlike the private sector, where high-involvement work practices typically focus on profit-driven outcomes [49], in the context of public organizations, they are implemented to boost responsiveness to public needs and accountability, thereby addressing issues such as high turnover and low morale [51].

Within the SET framework, this study argues that in the public organization context, high-involvement work practices can initiate a cycle of mutual benefits and strengthen social exchanges by signaling organizational support and trust, leading employees to be more proactive in their responses. Moreover, this study argues that high-involvement work practices can trigger a distinctive form of reciprocity in the bureaucratic settings of public organizations, empowering employees to contribute personally by enhancing public service.

Furthermore, high-involvement work practices are particularly relevant in digitally transforming public organizations. By fostering information sharing, participative decision-making, and continuous skill development, HIWPs enable employees to adapt to digitally mediated work environments and evolving service delivery models [52]. Such practices enhance employees' capacity to respond proactively to technological changes and contribute to more agile and responsive public services. Thus, we posit that:

H1. *High involvement work practices positively relate to employees' proactive behavior.*

2.4. High Involvement Work Practices and Public Relations Values

In general, public organizations heavily adhere to administrative human resource management practices; still, they face numerous communication barriers that hinder employee participation [43,53]. In contrast to other human resource practices, high-involvement work practices include empowering employees with information sharing, participatory decision-making, skill development, and fair reward systems [17–19]. These practices facilitate employees' access to organizational values, resources, influence over their work, and information. Within the SET framework, such support is perceived by employees, promoting positive behaviors and attitudes towards the organization and its objectives, thereby fostering equity in exchange interactions.

Public values embody the internalization of organizational norms that prioritize ethical conduct, societal responsibility, and the compatibility of individual identity with organizational public value [54]. Such values are not strictly self-serving but guide individuals towards public interests, boosting trust, legitimacy, and relational quality both inside and outside organizations [55]. SET posits that when organizations adopt high-involvement

work practices, employees interpret these practices as signals of organizational fairness, support, and respect for their contributions [56,57]. Such interpretations can boost their affective bonds and motivate them to internalize organizational values, such as public relations values that focus on the common good over narrow self-interest. Based on this, this study argues that through the reciprocal interactions established by SET, high-involvement work practices can shape individuals' beliefs relating to organizational priorities and promote the internalization of values that underlie public attitudes and identity. Based on the discussion above, we posit that:

H2. *High involvement work practices positively relate to public relations value.*

2.5. High Involvement Work Practices, Public Relations Values, and Employees' Proactive Behavior

Proactive behavior in public service also plays a critical role in enabling value co-creation between public organizations and citizens. Co-creation emphasizes collaborative processes in which multiple stakeholders contribute to the design and delivery of public services [58,59]. Employees who engage in proactive behaviors—such as suggesting improvements, anticipating citizens' needs, and initiating change—help create more responsive and participatory service systems. Thus, fostering employee proactivity represents an important pathway through which public organizations can enhance co-creation and improve service outcomes.

Prior studies have demonstrated that internalized organizational values positively impact innovative behavior, engagement, and employees' sense of belonging [60–62]. For instance, individuals perceiving greater organizational value congruence demonstrate greater involvement in discretionary actions [63], suggesting that public relations values may serve as an antecedent of employees' proactive behavior in public organizations. Moreover, values, when internalized, function as the guiding principles that shape employees' actions and decision-making [64]. From this standpoint, earlier studies highlight that those values, once firmly internalized by employees, provide a motivational and cognitive framework that guides behaviors consistent with them (e.g., Meglino et al. [65]). Consistent with SET, employees embedded in a value-exchange environment are more likely to exhibit positive work behaviors, such as proactivity. Additionally, it has been highlighted that internalized values minimize the psychological distance between organizations and, making individuals more likely to engage in self-initiated activities that align with public and organizational interests [66]. Similarly, participatory strategies that involve employees in decision-making help identify and reinforce public values [67], suggesting that high-involvement work practices may likewise ingrain public relations values within the workforce. These are theoretical explanations that require empirical validation.

Furthermore, once internalized, public relations values can encourage proactive behavior by redirecting employee attention from personal benefits to broader impacts. Employees who exhibit strong public relations value may view opportunities for improvement and initiatives not solely in terms of personal benefits but also in relation to organizational and societal objectives. This internalization of public-oriented values can encourage employees to anticipate needs, develop innovative solutions, and proactively pursue objectives that serve a wider range of stakeholders [68]. Research on values within organizational settings indicates that internalized values can shape innovative outcomes and discretionary behaviors when employees experience alignment between organizational practices and their personal value systems [69], suggesting that public relations values can serve as the bridge between organizational practice antecedents and work outcomes. Consistent with the SET framework, this study proposes that high involvement work practices foster an environment in which employees feel valued and empowered, encouraging them to

comply with organizational principles. Consequently, these internalized values (i.e., public relations values) shape intentions and attitudes that stimulate employees to undertake proactive behaviors that align with organizational and public interests. Based on the above discussion, we posit the following:

H3. *Public relations values positively relate to employees' proactive behavior.*

H4. *Public relations value mediates the relationship between high-involvement work practices and employees' proactive behavior.*

2.6. The Moderating Roles of Role Breadth Self-Efficacy and Employees' Use of Normative Public Values

Employees' responsiveness to organizational practices and their engagement in public relations values may be strengthened by individual contingencies. To meet organizational goals, many organizations expect employees to transition from passively executing narrowly defined tasks to proactively taking on broader emerging roles [70]. Despite that, such a behavioral change requires key psychological states that give employees a view of their responsibilities and roles consistent with these expectations [71]. Moreover, individual contingencies, such as employees' values and abilities, may shape their engagement with public values, public service, and public interests [72]. The confidence to undertake improvement beyond the assigned responsibilities is reflected in the concept of role breadth self-efficacy [73]. Role breadth self-efficacy is defined as the degree to which individuals consider themselves capable of executing integrated tasks that extend beyond established technical requirements [73]. Despite this, the role of role breadth self-efficacy as an individual contingency that highlights differences in individual psychological states to explain variability in the effectiveness of high-involvement work practices in embedding public relations values in public organizations remained unresearched.

The more confidence a public service employee has in their ability to go beyond routine tasks, the more public-oriented value they possess, and the more they may engage in implementing new values under high-involvement work practices, thus catalyzing the conversion of high-involvement work practices into public relations values. Specifically, while high-involvement work practices establish an enabling environment for positive organizational and employee outcomes [2], social cognitive theory posits that the translation of human resource practices into value and behavioral outcomes is contingent on individual cognitive determinants such as self-efficacy [36]. From this standpoint, individuals with high role breadth self-efficacy not only perceive that they can undertake basic routine tasks but also feel confident that they can align with organizational values and engage with stakeholders [74]. Within the social cognitive theory framework, involved and empowered employees develop deeper inner beliefs regarding their roles and their impacts both within and outside the organization. Given that high-involvement work practices promote learning, the perception of autonomy, and internal support [18,19], they can also provide a conducive environment for nurturing employees' public-oriented values.

In the context of public organizations, this study proposes that public organization employees with high role breadth self-efficacy are likely to seize opportunities presented by high-involvement work practices to internalize and implement public relations values. Such employees display confidence in assuming more communicative roles and making decisions that align with public interests [75]. On the other hand, employees with low role breadth self-efficacy may under-leverage the potential of high-involvement work practices to catalyze the understanding of public values, perceiving these opportunities as beyond their comfort zones or capabilities despite organizational support. Further, consistent with SCT, this study argues that employees with high role breadth self-efficacy are better

positioned to capitalize on organizational support from high-involvement work practices. They are likely to possess the necessary confidence to interpret high-involvement practices as genuine opportunities rather than additional risks or burdens.

While public relations values and employees' use of normative public values are both rooted in the wider public-value tradition, they are conceptually distinct constructs. Public relations values involve employees' internalization of organizational embedded values that support good causes and social contributions benefiting broader society [54]. On the other hand, employees' use of normative public values relates to the extent to which they actively apply these values, such as citizen responsiveness, social responsibility, and public benefits, in their work-related decision-making. Hence, public relations values capture organizational value alignment, whereas employees' use of normative public values reflects their application in decision-making in their everyday tasks [76]. This distinction clarifies their respective roles in the research model. Here, employees' use of normative public values is theorized as a moderating condition, as it may determine whether internalized public relations values are more likely to translate into proactive behavior. Normative public values reflect an employee's inherent orientation to engage in actual actions that support public benefits [55]. It is anticipated that employees who consistently apply normative public values in their roles are more likely to act on internalized public relations values by initiating improvements, anticipating community needs, and engaging in discretionary behavior that promotes public service outcomes. In contrast, when employees use normative public values only minimally, internalized public values may be less likely to foster proactive behavior.

Furthermore, SCT posits that personal factors include not only self-efficacy and cognitive abilities but also values, goals, attitudes, and emotional states [35]. Such elements shape how individuals interpret and react to environmental cues, framing their evaluation of organizational practices. Within the SCT framework, values provide stable criteria for aligning behaviors with priorities and personal identity. From this standpoint, public organization employees who internalize public values to from an identity centered on public value fundamentally shape their motivation and behavior in this direction. Accordingly, the study further highlights that individuals who integrate these values into their decision-making are more likely to dedicate themselves to the interests of citizens and the organization's public mission. Moreover, an individual's autonomy to integrate normative public values into their decision-making indicates a positive self-perception as an accountable public servant and control over their work [76], which is needed for proactive behavior. Within the social cognitive framework, values function as cognitive orientations that legitimize the pursuit of outcomes. Within social cognitive theory, this study proposes that the interaction between organizational values (i.e., public relations values) and an individual's normative public values may shape employees' observed proactivity. Therefore, for public organization employees with high normative public values, the organizational internalization of public relations values is more likely to align with these individuals' cognitive frameworks, thereby strengthening the perceived attractiveness of proactive behaviors that benefit the public interest. On the other hand, at low levels of normative public values, the internalization of public relations values may be less attractive and less likely to translate into proactive behavior because individuals may place less cognitive weight on outcomes that benefit the public interest. Based on the discussion above, we posit the following:

H5. *Role breadth self-efficacy moderates the positive relationship between high-involvement work practices and public relations values, with the relationship being stronger for employees with high role breadth self-efficacy than for those with low.*

H6. *Employees' use of normative public values moderates the positive link between public relations values and employees' proactive behavior, with the relationship being stronger for employees with high use of normative public values than for those with low.*

3. Method

3.1. Sample and Procedure

This study employs a quantitative research approach to collect data from frontline employees of major public service organizations in major municipalities in Türkiye. These frontline employees play a critical role in public service organizations by serving as the intermediary between internal operations and external customers, thereby playing a crucial role in service delivery. Members of the research team sought permission from the organizations to gain access to the targeted respondents. Consequently, public service organizations and frontline employees were provided with a detailed explanation regarding the study's objectives and data collection procedures. They were assured that the data collected would be kept confidential and used solely for academic purposes. The inclusion criteria for the survey were: (1) participants must be full-time employees, and (2) have at least 3 years of work experience.

Prior to data collection, a pilot test was conducted with 25 respondents to evaluate the reliability of the adopted measures. Based on the survey participants' feedback, minor modifications were implemented to improve the clarity of the questionnaires. Data was collected from frontline employees working in local government under the administration of the district-level government. The simple random sampling method was employed for data collection. This sampling method was used because it provided every frontline employee an equal chance to participate in the survey, without bias or favoritism, thereby improving the representativeness of the sampled public service organizations. In each sampled public service organization, employees' contact details were collected to distribute questionnaires. Questionnaires were administered via both paper and electronic formats, based on respondents' preferences, to minimize response bias.

A two-wave, time-lagged survey design with a one-month interval was employed for data collection, between February and March 2025. This study employed this approach with a one-month interval, as it should be long enough to allow for the temporal separation of the observed variables and to minimize common method bias, while not masking any existing relationship [77]. High-involvement work practices studies in public service organizations have considered this approach reasonable for capturing their influence on employees' outcomes (e.g., Mehmood et al. [2]). Accordingly, data were collected for various constructs at different time intervals. Moreover, collecting responses regarding the independent and dependent variables further reduces the possibility of common method bias [78]. In addition, testing mediation models requires at least two survey waves [79]. Based on this, at time T1, questions related to high-involvement work practices and public relations values were administered. At time T2, questions relating to role breadth self-efficacy, employees' use of normative public values, and proactive behavior were distributed.

Out of the 1005 questionnaires administered, 572 responses were recovered. After excluding incomplete responses, a final sample of 554 valid responses was retained (response rate: 55.12%). The characteristics of the sample are tabulated in Table 1. In terms of gender, 282 (50.90%) were male and 272 (49.10%) were female. Regarding age, 6.68% of respondents were below 25 years old, 98 (17.69%) were aged 25–34, 101 (18.23%) were 35–44, 202 (36.46%) were 45–54, and 116 (20.94%) were 55 or older. In addition, the majority of the respondents had at least 6 years of work experience, 503 (90.79%).

Table 1. Sample information.

Characteristics (<i>n</i> = 554)	Classification	Frequency	Percentage
Gender	Male	282	50.90
	Female	272	49.10
Age	Below 25	37	6.68
	25–34	98	17.69
	35–44	101	18.23
	45–54	202	36.46
	55 and above	116	20.94
Educational qualification	Below graduate degree	41	7.40
	Graduate degree	428	77.26
	Above graduate degree	85	15.34
Experience (years)			
	3–5	51	9.21
	6–10	63	11.37
	11–15	398	71.84
	Above 15	42	7.58

3.2. Instruments

The survey was administered in Turkish. Using the back-translation technique, the English version of the survey was translated into Turkish by two bilingual language experts. Consequently, two English professors back-translated the survey into English.

HIWPs were measured using 9 adopted items from [80]. A sample item is “Adequate training is provided to ensure that employees are competent in their role”.

Public relations values were measured with 5 adopted items from [81,82]. The participants were asked to rate the extent to which they agree or disagree with each statement. A sample item is “Increase in public impression that my organization supports good causes”.

Role breadth self-efficacy was measured with 7 items adopted from Parker [73]. A sample item is: “Designing new procedures for your work area”.

Employees’ use of normative public values was measured using three adopted items from Galloway and Edwards [83] and Nalbandian and Edwards [84]. The respondents rated the extent to which they apply or consider values relating to social responsibility, citizen responsiveness, equity, and public benefits in their work. A sample item is “I make decisions in my job based on what is best for the community or citizens”.

Employee proactive behavior was measured with seven adopted items from Parker et al. [85]. A sample item is: “Suggesting ideas for improvements to the manager, supervisor, or others”.

3.3. Analytical Procedure

Data analysis was conducted in a multi-process employing SPSS 25 and AMOS 24. Firstly, confirmatory factor analysis (CFA) was used to evaluate the measurement model. CFA was used to examine the extent to which the measurement items captured their underlying constructs and to ensure the data fit the research model. Consequently, model

fit indices and related diagnostic statistics obtained from the CFA were used to evaluate the reliability and validity of the measurement model prior to hypothesis testing.

Secondly, the Hayes PROCESS macro 5.0 plug-in [86] was used to test the proposed hypotheses (H1–H6). Specifically, Model 4 was used to examine the path coefficients for direct and mediation effects in the research model. Model 21 was used to examine role breadth self-efficacy and employees' use of normative public values as moderators in the framework. Bootstrapped confidence intervals (CIs) using 5000 resamples were computed to examine the direct, indirect, and conditional direct effects to determine their significance. The results of the analyses are reported in the subsequent sections. A significant effect is indicated when zero does not lie between the confidence intervals. The rationale for choosing the PROCESS macro over SEM is that it provides a graphical illustration of moderated relationships. Additionally, it provides overall moderated mediation results that indicate whether the research framework is rejected or accepted [87].

4. Analysis and Results

4.1. Common Method Bias (CMB)

Given that both the predictor and response variables were measured using self-reported data from the same respondents [88], procedural and statistical measures were adopted to mitigate the possibility of CMB in the data collected. Firstly, a mixed-mode data collection strategy (electronic and on-site) was adopted to mitigate mono-method bias. Furthermore, informed consent, voluntary participation, and complete anonymity of the respondents were employed to minimize evaluation apprehension. Moreover, the measurement items were spaced across sections and randomized [89], and the adoption of well-established measures enhanced content validity.

Secondly, Harman's one-factor test was employed to assess the possibility of CMB in the collected data. The results of the single-factor test revealed that no single factor accounted for the majority of the variance, with the highest single factor accounting for 20.04% of the total variance. Hence, the data collected cannot be attributed to a single factor, indicating that CMB is not a major concern in this study [77].

Lastly, a common latent factor (CLF) was adopted, and the results further indicated that a one-factor model demonstrates a poor fit compared with the research framework ($\chi^2/\text{df} = 5.667$, RMSEA = 0.309, NFI = 0.523, IFI = 0.589, TLI = 0.575, and CFI = 0.549). Based on the results of the statistical measures adopted, CMB is not a serious problem in this study.

4.2. Measurement Model

CFA was performed to assess the convergent validity and reliability of the variables. Tables 2–4 present the results of the CFA and discriminant validity. Specifically, for the measurement model, the results of the goodness-of-fit indices are well within the acceptable ranges ($\chi^2/\text{df} = 2.184$, RMSEA = 0.044, NFI = 0.917, IFI = 0.953, TLI = 0.949, and CFI = 0.953).

Table 2. Reliability and validity estimation.

Variables	Items Coding	SFL	SMC	Cronbach's Alpha	AVE	CR	Normal Distribution Skewness Kurtosis
High involvement work practices				0.910	0.531	0.910	
	HIWP1	0.759	0.576				0.051 −0.034
	HIWP2	0.760	0.578				0.117 0.057

Table 2. Cont.

Variables	Items Coding	SFL	SMC	Cronbach's Alpha	AVE	CR	Normal Distribution Skewness Kurtosis
	HIWP3	0.721	0.520				−0.034 −0.109
	HIWP4	0.688	0.503				−0.024 −0.401
	HIWP5	0.777	0.603				−0.499 −0.271
	HIWP6	0.687	0.509				−0.295 −0.199
	HIWP7	0.723	0.523				−0.150 −0.401
	HIWP8	0.735	0.541				−0.284 −0.302
	HIWP9	0.702	0.511				−0.034 −0.200
Public relations values				0.914	0.683	0.915	
	PRV1	0.833	0.695				−0.211 −0.011
	PRV2	0.805	0.648				−0.099 −0.377
	PRV3	0.796	0.633				−0.013 −0.228
	PRV4	0.844	0.713				−0.202 −0.011
	PRV5	0.851	0.724				−0.109 −0.459
Role breadth self-efficacy				0.878	0.516	0.881	
	RBSE1	0.617	0.500				−0.301 −0.522
	RBSE2	0.692	0.504				−0.403 −0.217
	RBSE3	0.649	0.509				−0.510 −0.303
	RBSE4	0.757	0.573				−0.421 −0.099
	RBSE5	0.773	0.598				−0.404 −0.049
	RBSE6	0.763	0.582				−0.399 −0.183
	RBSE7	0.759	0.576				−0.023 −0.183
Employee use of normative public values				0.868	0.689	0.869	
	NPV1	0.842	0.710				−0.031 0.044
	NPV2	0.852	0.725				−0.150 0.089
	NPV3	0.796	0.633				−0.252 0.303
Employees' proactive behavior				0.891	0.543	0.892	
	EPB1	0.817	0.668				−0.010 −0.400
	EPB2	0.743	0.552				0.069 −0.414
	EPB3	0.794	0.631				−0.101 −0.338
	EPB4	0.809	0.654				−0.298 −0.419
	EPB5	0.719	0.516				−0.359 0.029
	EPB6	0.629	0.510				−0.410 −0.350
	EPB7	0.622	0.504				−0.345 −0.491

Note: SMC = squared multiple correlation, AVE = average variance extracted, CR = composite reliability, SFL = standardized factor loadings, HIWP = high involvement work practices, PRV = public relations values, RBSE = role breadth self-efficacy, NPV = employee use of normative public values, EPB = employees' proactive behavior.

Table 3. Descriptive and discriminant validity.

Variables	M	Std.	High Involvement Work Practices	Public Relations Values	Role Breadth Self-Efficacy	Employee Use of Normative Public Values	Employees' Proactive Behavior
High involvement work practices	3.880	0.627	(0.729)				
Public relations values	3.927	0.631	0.392 **	(0.826)			
Role breadth self-efficacy	3.297	0.712	0.349 **	0.518 **	(0.718)		
Employee use of normative public values	3.037	0.777	0.450 **	0.379 **	0.496 **	(0.830)	
Employees' proactive behavior	3.906	0.633	0.391 **	0.397 **	0.416 **	0.536 **	(0.737)

Note: ** = Correlation is significant at $p < 0.01$ (two-tailed), Std. = standard deviation, M = mean, values in bold parentheses are square root of AVEs.

Table 4. Confirmatory factor analysis results (model fit indices).

Indices	Cut-Off	Results
χ^2/df	<3	2.184
RMSEA	<0.08	0.044
NFI	>0.9	0.917
TLI	>0.9	0.949
IFI	>0.9	0.953
CFI	>0.9	0.953

Note: χ^2/df = chi-square/degrees of freedom; RMSEA = Root Mean Square Error of Approximation; NFI = Normed Fit Index; TLI = Tucker–Lewis Index; IFI = Incremental Fit Index; CFI = Comparative Fit Index. The model fit indices indicate an acceptable/good fit of the measurement model.

Furthermore, validity was assessed using both convergent and discriminant validity, while reliability was evaluated using Cronbach's α , average variance extracted (AVE), and composite reliability (CR) as recommended by Hu and Bentler [90]. Table 2 presents the summary statistics for the measurement scales. All standardized factor loadings were above 0.6 (Figure 2) (ranging from 0.617 to 0.852), composite reliability for the constructs was above 0.7 (ranging from 0.881 to 0.915), and the AVE values were above 0.5 (ranging from 0.516 to 0.689). Moreover, Cronbach's α values ranged between 0.868 and 0.914. Consistent with these results, the measurement scales can be considered reliable and consistent.

Next, discriminant validity was assessed using two established criteria. It was confirmed that all inter-construct correlations were significantly different from 1 (demonstrated in Table 3). Also presented in Table 3, the square root of all AVEs was higher than the intercorrelation between two constructs. This demonstrated that discriminant validity is ensured in this research [91]. Furthermore, data normality was evaluated using Skewness and Kurtosis. Following Lei and Lomax [92], the results of data normality in Table 2 demonstrate that $|\text{Skewness}| < 2$ (0.010 and 0.510) and $|\text{Kurtosis}| < 3$ (0.011 and 0.522). These results fall well within the recommended threshold, indicating that the data collected obeyed normal distribution.

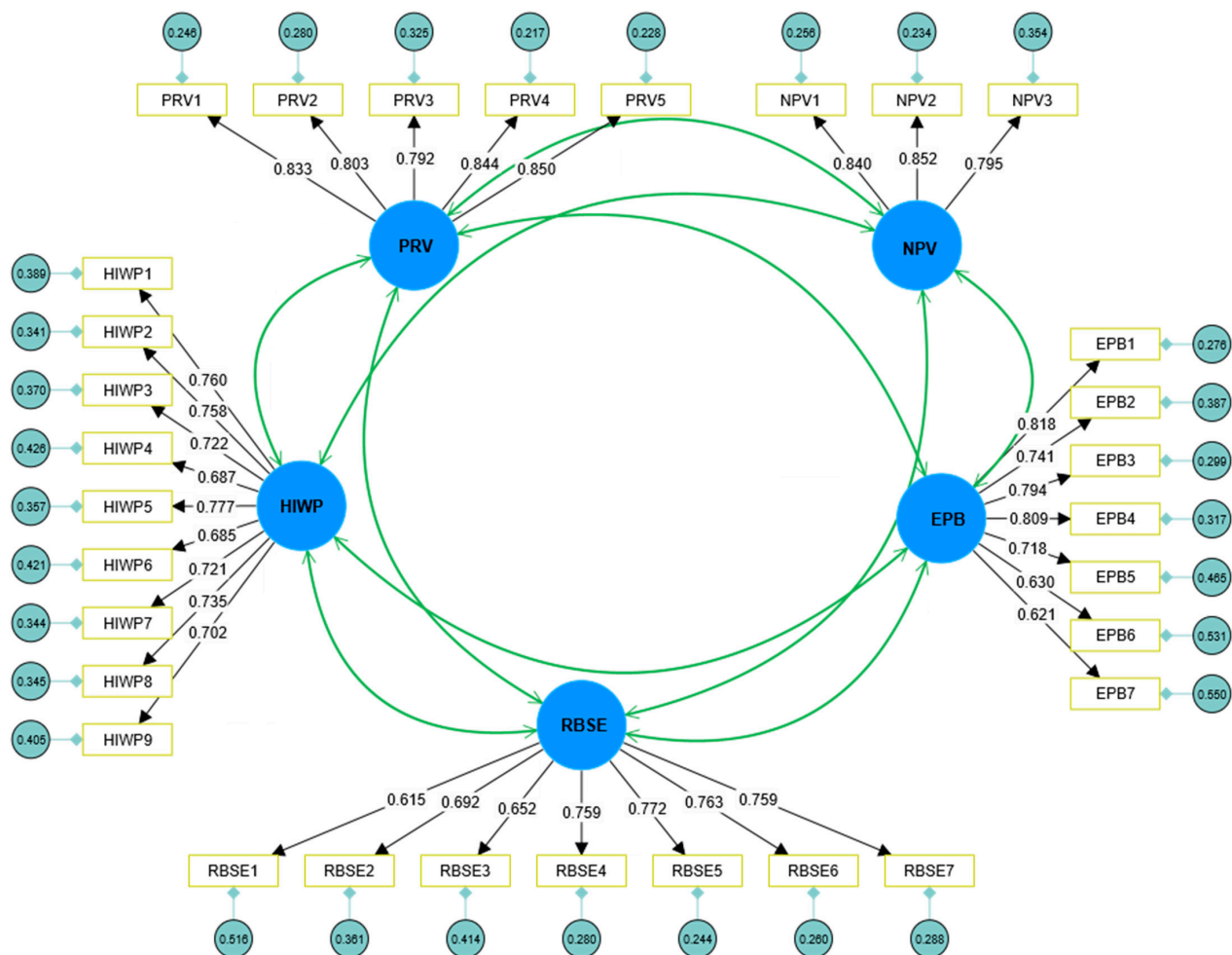


Figure 2. Standard factor loadings.

4.3. Hypothesis Testing

Direct and Mediation Effect

Table 5 presents the results of Model 4 from the Hayes PROCESS macro, which examines the direct and mediating effects. The first proposed hypothesis was that high involvement work practices would predict proactive behavior among public service employees. The results indicate a positive relationship between high-involvement work practices and proactive behavior ($\beta = 0.323$, $t = 7.739$, $p < 0.001$). There is a positive relationship between high-involvement work practices and public relations values ($\beta = 0.410$, $t = 9.649$, $p < 0.001$). There is a positive relationship between public relations values and proactive behavior ($\beta = 0.198$, $t = 5.384$, $p < 0.001$).

Using the bootstrapping procedure [93], the results of the bias-corrected percentile confidence intervals with 5000 resamples (demonstrated in Table 5) indicate a significant indirect effect. The indirect effect of public relations values was 0.081, with a bootstrapping lower-level confidence interval of 0.046 and an upper-level confidence interval of 0.119. Since zero is excluded from the confidence intervals, a significant indirect effect is observed. Furthermore, as shown in Table 5, the addition of public relations values as a mediator did not alter the significance of the relationship between high-involvement work practices and proactive behavior. Hence, public relations values partially mediate the link between HIWPs and proactive behavior. Consistent with these results, H1, H2, H3, and H4 were all supported.

Table 5. Direct hypotheses and mediation estimates.

Bootstrap 95% CI							
	B	SE	t	p	LL	UP	R ²
M1: mediator variable model Outcome: Public relations values							
Intercept				0.000	1.313	1.906	0.131
High involvement work practices	1.610		0.151	0.000	0.327	0.494	
		10.669					
	0.410		0.043				
		9.649					
M2: response variable model Employees' proactive behavior							
Intercept	1.681	0.150	11.202	0.000	1.386	1.976	0.182
High involvement work practices	0.323	0.042	7.739	0.000	0.241	0.405	
Public relations values	0.198	0.037	5.384	0.000	0.126	0.271	
Total, direct, and indirect effect of X on Y (Bootstrap, 5000 resamples)							
Total effect	0.404	0.040	10.168	0.000	0.326	0.482	
Direct effect	0.323	0.042	7.739	0.000	0.241	0.405	
Indirect effect (High involvement work practices on employees' proactive behavior through public relations values)	0.081	0.019			0.046	0.119	

Note: LL = lower level; UP = Upper level = Upper level, CI = confidence interval.

4.4. Moderation Effects

To probe the roles of role breadth self-efficacy and employees' use of normative public values, Model 21 of Hayes' PROCESS macro was used. In the analysis, all continuous variables were mean-centered to prevent issues with multicollinearity. The results of the analysis as shown in Table 6, in Model 1 of Table 6, high involvement work practices had a positive influence on public relations values ($\beta = 0.242$, $t = 5.193$, $p < 0.001$, $[0.151, 0.334]$), and this relationship is moderated by role breadth self-efficacy ($\beta = 0.101$, $t = 2.199$, $p < 0.05$, $[0.046, 0.102]$). In further probing the significant interaction effect, we followed Aiken et al.'s [94] recommendation for simple slope test. As shown in Table 6 and Figure 3, the significant interaction effect was plotted at +1SD (high), mean, and −1SD (low) of role breadth self-efficacy on the aforementioned relationship. Figure 3 illustrates that at a low level of role breadth self-efficacy, the relationship between high-involvement work practices and public relations values is not significant ($\beta = 0.095$, $t = 1.588$, $p > 0.05$, $[-0.022, 0.212]$). However, at a high level of role-breath self-efficacy, the link between HIWPs and public relations values ($\beta = 0.142$, $t = 2.835$, $p < 0.05$, $[0.037, 0.205]$) is significantly stronger. Thus, H5 is supported.

Furthermore, public relations values have a positive influence on employees' proactive behavior ($\beta = 0.092$, $t = 2.622$, $p < 0.01$, $[0.023, 0.162]$). In addition, employees' use of normative public values moderates this relationship ($\beta = 0.099$, $t = 2.094$, $p < 0.05$, $[0.085, 0.159]$). Figure 4 shows that for employees with low use of normative public values, the link between public relations values and employees' proactive behavior is not significant ($\beta = 0.073$, $t = 1.664$, $p > 0.05$, $[-0.013, 0.159]$), whereas for public service employees with a high level of use of normative public values, this link ($\beta = 0.110$, $t = 2.596$, $p \leq 0.01$, $[0.022, 0.161]$) is significantly stronger. Thus, H6 is supported.

Table 6. Moderation paths.

Moderation Results Bootstrap CI 95%							
	B	SE	t	p	LL	UP	R²
Model 1: mediator variable model				Outcome: Public relations values			
Intercept	0.006	0.032	0.191	0.849	−0.056	0.068	0.204
High involvement work practices	0.242	0.047	5.193	0.000	0.151	0.334	
Role breadth self-efficacy	0.376	0.051	7.371	0.000	0.276	0.476	
High involvement work practices x Role breadth self-efficacy (interaction)	0.101	0.044	2.199	0.043	0.046	0.102	
Conditional direct effect of high involvement work practices on employees' proactive behavior at different levels of role breadth self-efficacy							
Role breadth self-efficacy (−1SD)	0.095	0.060	1.588	0.113	−0.022	0.212	
Role breadth self-efficacy (mean)	0.121	0.043	2.483	0.004	0.030	0.255	
Role breadth self-efficacy (+1SD)	0.142	0.057	2.835	0.013	0.037	0.205	
Model 2: outcome variable model				Outcome: Employees' proactive behavior			
Intercept	3.403	0.029	119.290	0.000	3.347	3.459	0.323
High involvement work practices	0.118	0.043	2.776	0.006	0.035	0.202	
Public relations values	0.092	0.035	2.622	0.009	0.023	0.162	
Employee use of normative public values	0.261	0.032	8.183	0.000	0.198	0.323	
Public relations values x Employee use of normative public values (interaction)	0.099	0.039	2.094	0.046	0.085	0.159	
Conditional direct effect of public relations values on employees' proactive behavior at different levels of employee use of normative public values							
Employee use of normative public values (−1SD)	0.073	0.044	1.664	0.097	−0.013	0.159	
Employee use of normative public values (mean)	0.092	0.035	2.577	0.010	0.026	0.194	
Employee use of normative public values (+1SD)	0.110	0.043	2.596	0.010	0.022	0.161	
Index of moderation mediation							
	0.001	0.005			−0.012	0.011	

Note: Co = control variables Bootstrap sample = 5000.

Lastly, while the interaction effects associated with role breadth self-efficacy and employees' use of normative public values were statistically significant; the effect sizes, particularly for the employees' use of normative public values, were relatively modest. However, consistent with prior studies (e.g., [2]), interaction effects usually account for a smaller proportion of the explained variance than direct effects. Importantly, zero did not lie within the bootstrapping confidence intervals for both interaction effects, providing evidence of robustness despite the results obtained.

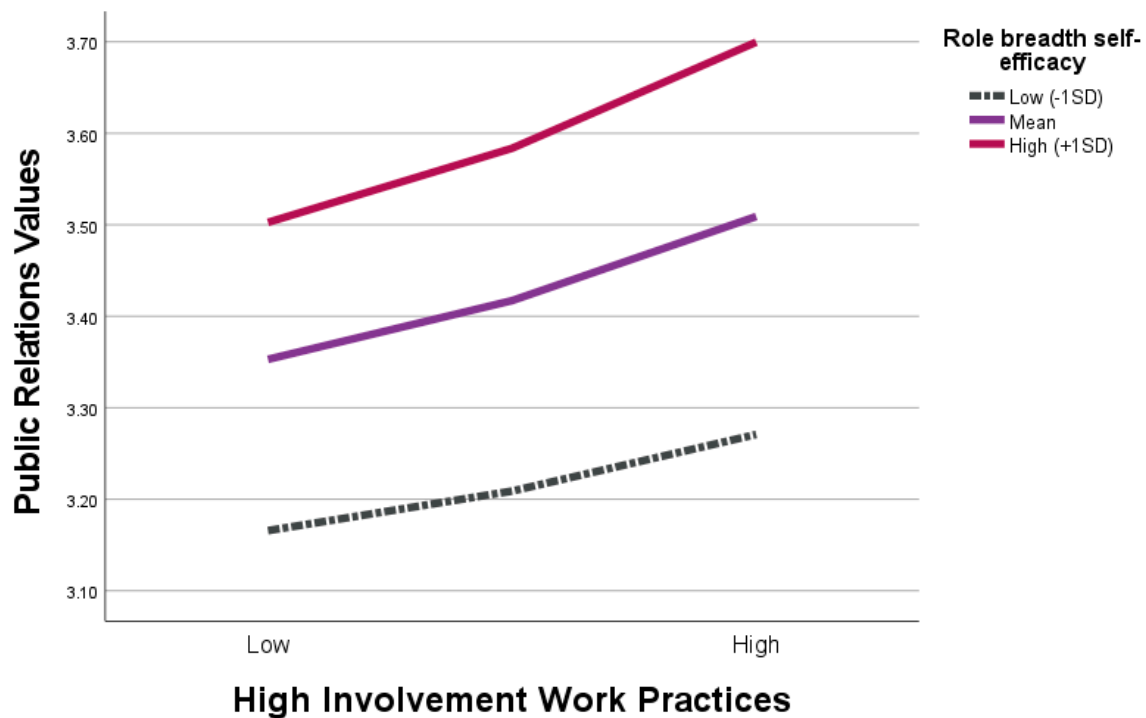


Figure 3. The moderating effect of role breadth self-efficacy on the link between high involvement work practices and public relations values.

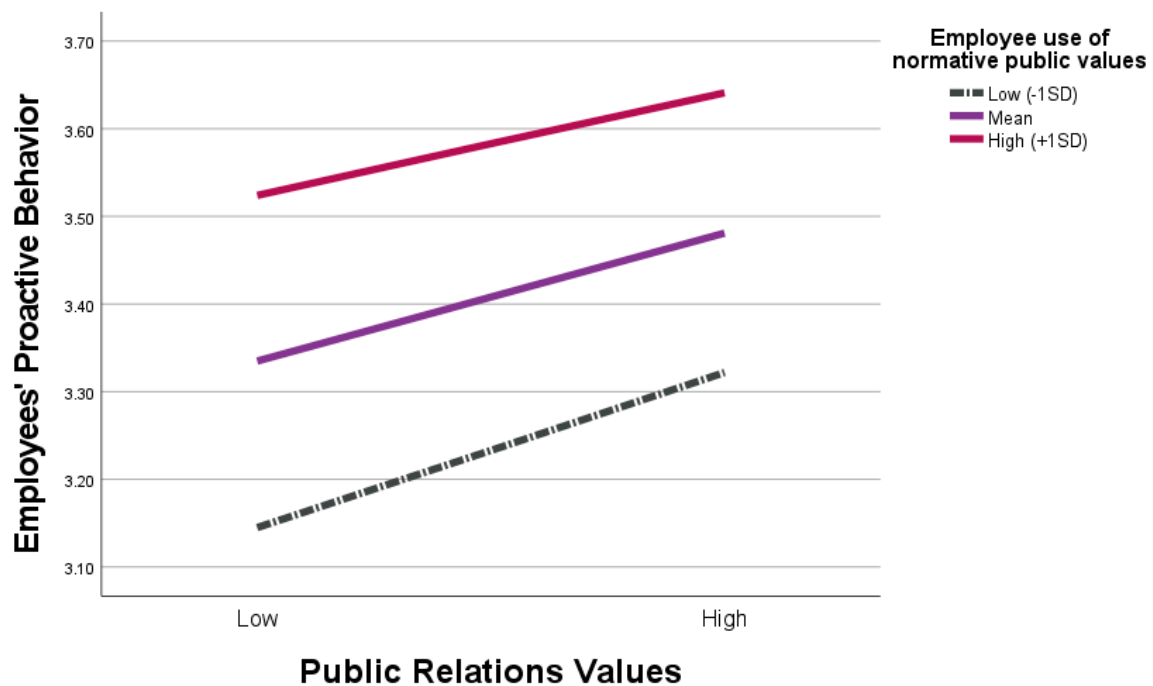


Figure 4. The moderating effect of the role of employee use of normative public values on the relationship between public relations value and employees' proactive behavior.

5. Discussions and Implications

5.1. Discussion of Findings

This study responds to several research calls on the outcomes of HIWPs in public organizations at the individual level, focusing on important internal stakeholders (i.e., the employees). Drawing on social exchange theory and social cognitive theory, this study

examined the influence of HIWPs and employees' proactive behavior, using data collected from employees of Turkish public organizations. The mediating role of public relations values was also examined. Further, this research also explored role breadth self-efficacy and employees' use of normative public values as moderators to gain insights into how they shape the relationships among other variables.

A positive direct relationship was found between HIWPs and employees' proactive behavior. This finding aligns with the findings of previous studies in other sectors and reinforces the growing recognition that employee involvement and empowerment are critical determinants of their ability and willingness to act proactively. A possible explanation for the consistent pattern of these results is that, in the context of public organizations, where bureaucratic structures generally constrain individual autonomy, the presence of high-involvement work practices can be markedly significant in facilitating proactive tendencies, as they form a social exchange (i.e., a mutually beneficial relationship) where employees engage in proactive behavior in return for favorable conditions and support from the organization.

High-involvement work practices positively relate to public relations values. This particular finding aligns with previous studies linking human resource practices to improved prosocial identities and organizational identification [95,96] and contrasts with prior studies that view public relations values primarily as an antecedent of individual moral reasoning (e.g., Schauster et al. [97]). While this factor remains important, the current research demonstrates that high-involvement work practices are a critical determinant of public relations values. Consistent with social exchange theory, the positive link between high-involvement work practices and public relations values could be explained by the reciprocal relationship between organizations and individuals. In the public organization context, this reciprocal relationship appears to translate into internalized values for public interests, demonstrating that public relations values are not solely influenced by individual attributes but also internal work systems within an organizational exchange relationship.

Public relations values positively relate to employees' proactive behaviors. This specific finding aligns with previous studies linking values and value orientations to extra-role behaviors (e.g., Uçanok Tan [98]). An explanation for this finding, beyond providing only direct organizational benefits [96,99], is that employees driven by public relations values may act proactively because they perceive such behaviors as consistent with organizational identity and obligations to public interest. Public relations value mediate the direct relationship between HIWPs and employees' proactive behavior. Within the framework of social exchange theory, the indirect role of public relations values suggests that proactive behavior is not simply a direct response to good work practices, but is instead translated through deeper, value-driven orientations. Consistent with social exchange theory, this finding indicates that employees may view proactive behavior as part of a reciprocal exchange with the organization and with public interests, suggesting that employees' proactive behavior serves as a return on the organization's investment in high-involvement work practices.

Role breadth self-efficacy moderates the positive relationship between high-involvement work practices and public relations values, with the relationship being stronger for employees with high role breadth self-efficacy than for those with low. A possible explanation is that employees with high role breadth self-efficacy could view high-involvement work practices as empowerment opportunities for meaningful public relations enactment, strengthening value internalization. Consistent with the social exchange framework, this moderation result suggests that high role breadth self-efficacy employees may view high-involvement work practices as worthwhile opportunities for meaningful reciprocity, allowing them to participate in a holistic exchange by extending their efforts to broader institutional objec-

tives, such as improving public relations values. Conversely, low role breadth self-efficacy employees could interpret such practices as invasive or irrelevant to their capabilities, leading to dwindled reciprocity and less effective alignment with public relations values. This contingency is consistent with social exchange theory's emphasis on perceived competence in exchanges [100]. Higher role breadth self-efficacy strengthens public organization employees' confidence in their abilities to reciprocate proficiently, bolstering the pathway from high-involvement work practices to public relations values.

Employees' use of normative public values moderates the positive link between public relations values and employees' proactive behavior, with the relationship being stronger for employees with high use of normative values than for those with low. This moderation can be explained by social exchange theory, in which individuals' use of value orientations shapes the enactment of proactive behaviors. Specifically, public organization employees who strongly endorse normative public values are more likely to view public relations values as an avenue for broader reciprocity, in which their proactivity (i.e., proactive behavior) not only meets immediate obligations but also serves societal benefits, thereby strengthening the positive relationship. On the other hand, employees with low normative public values may constrain reciprocity to mere in-role compliance because public-relations values may diverge from self-interested motivations, diminishing the connection to proactivity.

The findings of this study suggest that employees' proactive behavior acts as micro-foundation of public value co-creation, linking internal organizational practices with broader societal outcomes [101]. By fostering proactive behavior, public organizations can enhance their capacity to respond to citizens' needs and improve service delivery in complex environments.

Moreover, the internalization of public relations values strengthens ethical decision-making and trust within public organizations. Employees who align with public-oriented values are more likely to engage in transparent, accountable, and citizen-focused behaviors, which are essential for building and maintaining public trust [102].

In VUCA-D environments, where uncertainty and complexity dominate, proactive employees become critical assets for organizational resilience. The results indicate that high-involvement work practices provide the structural and psychological conditions necessary for employees to navigate ambiguity, respond to emerging challenges, and contribute to adaptive public service delivery [6].

5.2. Theoretical Implications

The findings of this study extend and enrich the public management literature in several ways. First, despite the significance of public employees' proactive behavior in promoting the meaningfulness of public service tasks and enhancing public services for citizens [2,103], studies on proactive behavior in public organizations have still attracted far less attention than in the private sector [47,104]. Although the recent study by Mehmood et al. [2] enriches our understanding of the importance of high-involvement work practices in public organizations, focusing solely on mechanisms is insufficient to account for the implications of human resource practices. By situating our research within public organizations' involvement of public employees in participative decision-making and by offering empirical evidence that high-involvement work practices directly impact employees' proactive behavior, this study extends and redefines existing theoretical assumptions. Moreover, this specific finding provides additional support for the salience and relevance of proactive behavior to public organizations, as demonstrated in the limited previous public management literature [2], indicating the desirability of public organization employees engaging in proactive behavior to support ongoing public service improvements.

Second, the existing studies in the public management literature have, by and large, concentrated on individual antecedents such as employee commitment [2], self-efficacy [105], and felt responsibility [106]. This study extends the growing body of research on the precursors of proactive behavior beyond the predominant individual antecedents by identifying public relations values as a critical determinant of public organization employees' proactive behavior. Thus, this study demonstrates that public organization employees' proactive behavior is not solely a function of "who they are" but also "what the organization stands for", extending theoretical models of proactivity by aligning them more deeply within the organization's value system, instead of viewing them simply as individual phenomena.

Third, this study reveals public relations as a critical mechanism that underlies the relationship between HIWPs and employees' proactive behavior. While a prior study demonstrated that high-involvement work practices influence individual workplace outcomes in public organizations, the mechanism underlying this impact is largely unstudied [2]. Drawing on social exchange theory, by connecting high-involvement work practices to public relations values and demonstrating that public relations values serve as the mechanism through which high-involvement work practices influence employee proactive behavior, this study responds and addresses the research calls by Mehmood et al. [2] and Alikaj et al. [14]'s call for more studies to extend our understanding of the "black box" between human resource practices and employee outcomes. By doing so, this study demonstrates that high-involvement work practices operate not only through employee internal states (i.e., individual cognition and motivation) but also through an institutionalized value system.

Fourth, role breadth self-efficacy and employees' use of normative public values were significant moderators of the proposed relationships as delineated in the research model. Drawing on social cognitive theory, this study establishes a new research path for role breadth self-efficacy by demonstrating its contextual conditional role, rather than its predictive [107] or mediating [108] roles in prior studies. Specifically, this demonstrates that under the influence of high-involvement work practices, role breadth self-efficacy is an individual-contextual booster that motivates employees to act beyond their self-interests [16], leading to greater openness to public relations values. Moreover, this study's finding that employees' use of normative public values further strengthens the relationship between public relations values and employees' proactive behavior, not only adds to the public organizations literature but also contributes to the generic human resource management literature in the public sector. In other sectors, such as the health sector, public values are enacted and espoused. By emphasizing normative public values, such as responsiveness to citizens, public organizations can encourage their employees to use them more frequently, thereby further strengthening the positive impact of public relations values which shape employees' proactive behaviors. Thus, this study uncovers a new individual-boundary condition that boosts the proposed relationships in the public management literature. By doing so, this study advances SCT by addressing the neglect of values in SCT research. Specifically, empirical studies on the application of SCT have mainly focused on cognitive capabilities [109,110], overlooking value orientations. This study demonstrates that employees' use of normative public values moderates the conversion of public relations value to proactive behavior. In doing so, this research demonstrates that values serve as an active cognitive buffer, shaping which behaviors individuals consider worthwhile and appropriate in the context of public organizations.

5.3. Practical Implications

The outcomes of this research suggest that the public sector organizations should consider developing high-involvement work practices that encourage employees' proactivity

in their public service tasks. Thus, it is critical to develop practices such as collaborative problem-solving, participatory decision-making, and employee empowerment, allowing public-sector employees to contribute to key decisions. When individuals are actively involved in shaping organizational activities, they tend to feel a sense of responsibility and ownership, which can lead them to take proactive steps to seize opportunities for improvement and address public service challenges. Prior studies highlight that transparency and information sharing promote employee proactivity [111,112]. Thus, public organizations can enhance high-involvement work practices by providing employees with access to relevant and timely information that enables them to anticipate potential challenges and propose effective solutions for public services. Moreover, transparency in decision-making procedures, organizational objectives, and feedback mechanisms can help public organization employees build confidence in taking initiative, as they understand that their prospective actions will align with broader organizational values and objectives.

The finding that public relations values serve as a bridge between HIWPs and employees' proactive behavior offers a roadmap for public organizations to foster responsive and proactive behavior among employees through these specific human practices and organizational values. Public relations values, through their internalization, move employees to act beyond their self-interests [16]. In the context of a public organization, such values should be firmly defined in the organization's vision, mission, and daily operations. When these values are embedded in and visible within organizational norms, they serve as a basis for employee guidance, making proactive behaviors such as taking initiative and solving problems more likely.

By demonstrating that role breadth self-efficacy is conducive to higher levels of employees' internalization of public relations value under high-involvement work practices, these findings suggest that public organizations could benefit from an internalization of public relations values by focusing human resource policies on nurturing role breadth self-efficacy among their workforce. Thus, public organizations' interventions should focus on nurturing and enriching jobs, providing positive empowerment, and involving employees in continuous public service change initiatives and organizational improvements. Moreover, to effectively improve employees' role breadth self-efficacy, organizational practices that promote decision-making latitude and job mastery should be implemented rather than adding routine or non-challenging tasks to their current roles [85].

Lastly, this study provides valuable insights regarding the interaction between public relations values and employees' use of normative public values in stimulating stronger employee proactive behavior. Public organizations should grant and encourage employee autonomy to act with respect, equity, and responsiveness when carrying out public service tasks. Moreover, based on the interaction between public relations values and employees' use of normative public values, although human resource practices may take time to be developed, employees' use of normative public values can act as a cost-effective way to nurture the internalization of public relations values and, in turn, promote improved employee proactivity. Thus, training supervisors on granting autonomy to employees is essential. As this study's findings suggest, public relations values are embedded to guide employees' behavior in public service tasks and are more strongly influenced by employees' use of normative public values. Thus, public organizations may rely on employees who are already high in normative public values and direct intervention efforts toward those with low normative public values to improve proactive behavior in public service activities. Further, VUCA-D environments reward organizations that can quickly detect emerging challenges, leverage diverse perspectives and knowledge, and experiment with solutions. As demonstrated by this study, proactive behavior constitutes adaptive capacity. Hence,

public organizations should systematically design organizational systems that leverage and enable proactivity in organizational adaptation.

6. Conclusions

This study empirically investigates the influence of HIWPs on public relations values and employees' proactive behavior and uncovers the indirect role of public relations values in the relationship between HIWPs and employees' proactive behavior in public organizations. Specifically, this research offers insights into the mediating role of public relations values on the relationship between HIWPs and employee proactive behavior. Additionally, this study significantly extends existing knowledge on role breadth self-efficacy and employees' use of normative public value, which moderate the relationships between HIWPs and public relations values, and between public relations values and proactive behavior. Overall, this study makes several contributions to the literature by addressing gaps in research on public organizations.

Limitations and Directions for Future Research

The current research has certain limitations that offer avenues for future research. First, although this study obtained data using a two-wave, time-lagged survey design with a one-month interval to test the proposed research model, we cannot establish causal inference. Thus, future research could adopt alternative research designs, data collection methods, and analysis methods (e.g., longitudinal designs or text mining of social media) to investigate how the implementation of high-involvement work practices may alter employees' proactive behavior over time in public organizations.

Second, this research proposed and tested the mediating mechanism of public relations values in the link between HIWPs and employees' proactive behavior. Other mediating mechanisms might be relevant. For instance, rather than an organizational value system, from a behavioral standpoint, employees' perceptions of high-involvement work practices could influence their motivation, ability, and opportunities to work effectively, which could, in turn, affect their proactive behavior. In this regard, career development prospects and thriving at work could be explored as potential mechanisms.

Lastly, other contingencies might be relevant in further advancing the findings of this study. Specifically, this study offers limited insights into the extent to which role breadth self-efficacy benefits the internalization of public relations values and employees' proactivity in public organizations. Moreover, when organizations do not reward employees' proactivity as a crucial work target, individuals may not capitalize on their role breadth self-efficacy to bring about the required proactivity that supports public service improvements. Thus, investigating the contingency role of reward expectancy will advance our knowledge.

Author Contributions: Conceptualization, A.B.A.; Validation, K.I.; Formal analysis, S.B.Z. and K.I.; Investigation, A.B.A.; Resources, A.B.A.; Writing—original draft, S.B.Z.; Writing—review & editing, S.B.Z.; Supervision, S.B.; Project administration, S.B. All authors have read and agreed to the published version of the manuscript.

Funding: This study received no external funding.

Institutional Review Board Statement: The study was conducted in accordance with the Declaration of Helsinki, and approved by the Ethics Committee of Akdeniz Karpaz Üniversitesi (protocol code AKUN-ETK-6/26 and 16 January 2025 of approval).

Informed Consent Statement: Informed consent was obtained from all subjects involved in the study.

Data Availability Statement: The data from this study can be requested from the corresponding author, Salem Ben Zarraa.

Conflicts of Interest: The authors declare no conflicts of interest.

References

1. Suseno, Y.; Standing, C.; Gengatharen, D.; Nguyen, D. Innovative work behaviour in the public sector: The roles of task characteristics, social support, and proactivity. *Aust. J. Public Adm.* **2020**, *79*, 41–59. [\[CrossRef\]](#)
2. Mehmood, K.; Iftikhar, Y.; Khan, A.N.; Kwan, H.K. The nexus between high-involvement work practices and employees' proactive behavior in public service organizations: A time-lagged moderated-mediation model. *Psychol. Res. Behav. Manag.* **2023**, *16*, 1571–1586. [\[CrossRef\]](#) [\[PubMed\]](#)
3. Mehmood, K.; Jabeen, F.; Iftikhar, Y.; Yan, M.; Khan, A.N.; AlNahyan, M.T.; Alkindi, H.A.; Alhammadi, B.A.; Alhammadi, B.A. Elucidating the effects of organisational practices on innovative work behavior in UAE public sector organisations: The mediating role of employees' wellbeing. *Appl. Psychol. Health Well. Being* **2022**, *14*, 715–733. [\[CrossRef\]](#) [\[PubMed\]](#)
4. Tan, A.B.C.; Van Dun, D.H.; Wilderom, C.P.M. Lean innovation training and transformational leadership for employee creative role identity and innovative work behavior in a public service organization. *Int. J. Lean Six Sigma* **2024**, *15*, 1–31. [\[CrossRef\]](#)
5. Scrimshire, A.J.; Edwards, B.D.; Crosby, D.; Anderson, S.J. Investigating the effects of high-involvement climate and public service motivation on engagement, performance, and meaningfulness in the public sector. *J. Manag. Psychol.* **2022**, *38*, 1–20. [\[CrossRef\]](#)
6. Bennett, N.; Lemoine, G.J. What VUCA really means for you. *Harv. Bus. Rev.* **2014**, *92*, 27.
7. Dwivedi, Y.K.; Hughes, D.L.; Coombs, C.; Constantiou, I.; Duan, Y.; Edwards, J.S.; Gupta, B.; Lal, B.; Misra, S.; Prashant, P.; et al. Impact of COVID-19 pandemic on information management research and practice: Transforming education, work and life. *Int. J. Inf. Manag.* **2020**, *55*, 102211. [\[CrossRef\]](#)
8. OECD. *OECD Good Practice Principles for Public Service Design and Delivery in the Digital Age*; OECD Publishing: Paris, France, 2022. [\[CrossRef\]](#)
9. Meynhardt, T. Public value inside: What is public value creation? *Int. J. Public Adm.* **2009**, *32*, 192–219. [\[CrossRef\]](#)
10. Osborne, S.P. From public service-dominant logic to public service logic: Are public service organizations capable of co-production and value co-creation? *Public Manag. Rev.* **2018**, *20*, 225–231. [\[CrossRef\]](#)
11. Pil, F.K.; MacDuffie, J.P. The adoption of high—Involvement work practices. *Ind. Relat. J. Econ. Soc.* **1996**, *35*, 423–455. [\[CrossRef\]](#)
12. Mehmood, K.; Iftikhar, Y.; Suhail, A.; Zia, A. How high-involvement work practices, public service motivation, and employees' commitment influence employees' proactive work behavior: Evidence from China. *Asian Bus. Manag.* **2024**, *23*, 55–81. [\[CrossRef\]](#)
13. Yang, Y.C. High-involvement human resource practices, affective commitment, and organizational citizenship behaviors. *Serv. Ind. J.* **2012**, *32*, 1209–1227. [\[CrossRef\]](#)
14. Alikaj, A.; Ning, W.; Wu, B. Proactive personality and creative behavior: Examining the role of thriving at work and high-involvement HR practices. *J. Bus. Psychol.* **2021**, *36*, 857–869. [\[CrossRef\]](#)
15. Lee, H.W.; Pak, J.; Kim, S.; Li, L.Z. Effects of human resource management systems on employee proactivity and group innovation. *J. Manag.* **2019**, *45*, 819–846. [\[CrossRef\]](#)
16. Vandenabeele, W. Toward a public administration theory of public service motivation: An institutional approach. *Public Manag. Rev.* **2007**, *9*, 545–556. [\[CrossRef\]](#)
17. Mohd Nasuridin, A.; Tan, C.L.; Naseer Khan, S. Can high performance work practices and satisfaction predict job performance? An examination of the Malaysian private health-care sector. *Int. J. Qual. Serv. Sci.* **2020**, *12*, 521–540. [\[CrossRef\]](#)
18. Nguyen, M.; Malik, A.; Sharma, P.; Kingshott, R.; Gugnani, R. High involvement work system and organizational and employee resilience: Impact of digitalisation in crisis situations. *Technol. Forecast. Soc. Change* **2024**, *205*, 123510. [\[CrossRef\]](#)
19. Nguyen, M.; Pontes, N.; Malik, A.; Gupta, J.; Gugnani, R. Impact of high involvement work systems in shaping power, knowledge sharing, rewards and knowledge perception of employees. *J. Knowl. Manag.* **2024**, *28*, 1771–1792. [\[CrossRef\]](#)
20. Witesman, E.M.; Walters, L.; Christensen, R.K. Creating a public service topology: Mapping public service motivation, public service ethos, and public service values. *Public Adm.* **2024**, *102*, 540–579. [\[CrossRef\]](#)
21. Otoo, F.N.K.; Rather, N.A. Human resource development practices and employee engagement: The mediating role of organizational commitment. *Rajagiri Manag. J.* **2024**, *18*, 202–232. [\[CrossRef\]](#)
22. Alom, M.M. Proactive transparency and outward accountability of frontline public bureaucracies: An integrated model. *Int. J. Product. Perform. Manag.* **2018**, *67*, 611–628. [\[CrossRef\]](#)
23. Luu, T.T. Activating job crafting in public services: The roles of discretionary human resource practices and employee use of normative public values. *Public Manag. Rev.* **2021**, *23*, 1184–1216. [\[CrossRef\]](#)
24. Hassard, J.; Morris, J. The impact of human resource management practices on managerial work: Institutional constraints, strategic actions and organizational outcomes. *Econ. Ind. Democr.* **2025**, *46*, 967–985. [\[CrossRef\]](#)
25. Zheng, W.; Ke, Q.; Wang, J.; Wu, Y.J. How do employees interact in routine change? High-involvement work practices at tencent. *Pers. Rev.* **2025**, *Epub ahead of printing*. [\[CrossRef\]](#)

26. Flinchbaugh, C.; Li, P.; Luth, M.T.; Chadwick, C. Team—Level high involvement work practices: Investigating the role of knowledge sharing and perspective taking. *Hum. Resour. Manag. J.* **2016**, *26*, 134–150. [\[CrossRef\]](#)
27. Islam, M.S.; Amin, M.; Feranita, F.; Karatepe, O.M. High-involvement work practices, work engagement and their effects on bank employees' turnover intentions: The moderating role of functional competence. *Int. J. Bank Mark.* **2023**, *41*, 1360–1388. [\[CrossRef\]](#)
28. Valentinov, V.; Hajdu, A. Integrating instrumental and normative stakeholder theories: A systems theory approach. *J. Organ. Change Manag.* **2021**, *34*, 699–712.
29. Jiang, D.; Zhang, Y.; Zhu, H.; Wang, X. Effect of empowerment: How and when do high-involvement work practices influence elder employees' innovative performance? *Front. Psychol.* **2024**, *15*, 1336120. [\[CrossRef\]](#) [\[PubMed\]](#)
30. Cropanzano, R.; Mitchell, M.S. Social exchange theory: An interdisciplinary review. *J. Manag.* **2005**, *31*, 874–900. [\[CrossRef\]](#)
31. Blau, P.M. *Exchange and Power in Social Life*; Routledge: London, UK, 2017. [\[CrossRef\]](#)
32. Bandura, A. *Social Foundations of Thought and Action: A Social Cognitive Theory*; Prentice-Hall: Englewood Cliffs, NJ, USA, 1986.
33. Bandura, A. Social cognitive theory: An agentic perspective. *Annu. Rev. Psychol.* **2001**, *52*, 1–26. [\[CrossRef\]](#) [\[PubMed\]](#)
34. Bandura, A. *Self-Efficacy: The Exercise of Control*; W.H. Freeman: New York, NY, USA, 1997.
35. Bandura, A. Social cognitive theory of self-regulation. *Organ. Behav. Hum. Decis. Process.* **1991**, *50*, 248–287. [\[CrossRef\]](#)
36. Liao, Z.; Cheng, J.; Chen, Q. Socially responsible human resource management and employee ethical voice: Roles of employee ethical self—Efficacy and organizational identification. *Corp. Soc. Respons. Environ. Manag.* **2022**, *29*, 820–829. [\[CrossRef\]](#)
37. Moore, M.H. *Creating Public Value: Strategic Management in Government*; Harvard University Press: Cambridge, MA, USA, 1997.
38. Qin, Z.; Liu, B.; Cao, Y.; Xu, C.; Zhang, J. Citizens' expectations about public services: A systematic literature review. *Humanit. Soc. Sci. Commun.* **2025**, *12*, 1123. [\[CrossRef\]](#)
39. Ciobanu, A.; Androniceanu, A.; Lazaroiu, G. An integrated psycho-sociological perspective on public employees' motivation and performance. *Front. Psychol.* **2019**, *10*, 36. [\[CrossRef\]](#) [\[PubMed\]](#)
40. Tensay, A.T.; Singh, M. The nexus between HRM, employee engagement and organizational performance of federal public service organizations in Ethiopia. *Heliyon* **2020**, *6*, e04094. [\[CrossRef\]](#) [\[PubMed\]](#)
41. Demo, G.; Costa, A.C.R.; Coura, K.V. HRM practices in the public service: A measurement model. *RAUSP Manag. J.* **2024**, *59*, 50–66. [\[CrossRef\]](#)
42. Yang, X.; Qadir, A.; Shahid, B.; Tahir, S.H. The paradoxical effects of high involvement work practices on employees and service outcomes: A trichromatic perspective. *Front. Psychol.* **2024**, *15*, 1338171. [\[CrossRef\]](#) [\[PubMed\]](#)
43. Islam, M.S.; Amin, M.; Karatepe, O.M. Driving competence across sectors: High-involvement work practices and creative self-efficacy in public and private organizations. *Int. J. Qual. Serv. Sci.* **2025**, *17*, 127–149. [\[CrossRef\]](#)
44. Li, M.; Khan, H.S.U.D.; Chughtai, M.S.; Le, T.T. Innovation onset: A moderated mediation model of high-involvement work practices and employees' innovative work behavior. *Psychol. Res. Behav. Manag.* **2022**, *15*, 471–490. [\[CrossRef\]](#) [\[PubMed\]](#)
45. Chen, M.Y.C.; Lam, L.W.; Zhu, J.N.Y. Should companies invest in human resource development practices? The role of intellectual capital and organizational performance improvements. *Pers. Rev.* **2021**, *50*, 460–477. [\[CrossRef\]](#)
46. Crant, J.M. Proactive behavior in organizations. *J. Manag.* **2000**, *26*, 435–462. [\[CrossRef\]](#)
47. Segarra-Ciprés, M.; Escrig-Tena, A.; García-Juan, B. Employees' proactive behavior and innovation performance: Examining the moderating role of informal and formal controls. *Eur. J. Innov. Manag.* **2019**, *22*, 866–888. [\[CrossRef\]](#)
48. Kim, H.; Sung-Choon, K. Strategic HR functions and firm performance: The moderating effects of high-involvement work practices. *Asia Pac. J. Manag.* **2013**, *30*, 91–113. [\[CrossRef\]](#)
49. Van Esch, E.; Wei, L.Q.; Chiang, F.F.T. High-performance human resource practices and firm performance: The mediating role of employees' competencies and the moderating role of climate for creativity. *Int. J. Hum. Resour. Manag.* **2018**, *29*, 1683–1708. [\[CrossRef\]](#)
50. Boon, C.; Den Hartog, D.N.; Lepak, D.P. A systematic review of human resource management systems and their measurement. *J. Manag.* **2019**, *45*, 2498–2537. [\[CrossRef\]](#)
51. Palumbo, R. Making sense of the relationship between involvement and work–life balance: Empirical insights from the public sector. *Int. J. Public Adm.* **2024**, *47*, 663–679. [\[CrossRef\]](#)
52. Vial, G. Understanding digital transformation: A review and a research agenda. *J. Strateg. Inf. Syst.* **2019**, *28*, 118–144. [\[CrossRef\]](#)
53. Veloso, A.; Tzafrir, S.; Enosh, G. How employees perceive HRM practices: Differences between public and private organizations. *Hum. Resour. Manag. Chall. Changes* **2015**, *1*, 19–36.
54. Ihlen, O.; Heath, R.L. Ethical grounds for public relations as organizational rhetoric. *Public Relat. Rev.* **2019**, *45*, 101824. [\[CrossRef\]](#)
55. Pandey, S.K.; Davis, R.S.; Pandey, S.; Peng, S. Transformational leadership and the use of normative public values: Can employees be inspired to serve larger public purposes? *Public Adm.* **2016**, *94*, 204–222. [\[CrossRef\]](#)
56. Asante, D.; Tang, C.; Asante, E.A.; Kwamega, M.; Opoku-Danso, A. Leveraging perceived HPWS to improve service encounter quality in high-contact service industries. *J. Retail. Consum. Serv.* **2023**, *73*, 103344. [\[CrossRef\]](#)
57. Liu, F.; Chow, I.H.S.; Huang, M. High-performance work systems and organizational identification: The mediating role of organizational justice and the moderating role of supervisor support. *Pers. Rev.* **2020**, *49*, 939–955. [\[CrossRef\]](#)

58. Osborne, S.P.; Radnor, Z.; Strokosch, K. Co-production and the co-creation of value in public services: A suitable case for treatment? *Public Manag. Rev.* **2016**, *18*, 639–653. [\[CrossRef\]](#)
59. Voorberg, W.H.; Bekkers, V.J.J.M.; Tummers, L.G. A systematic review of co-creation and co-production: Embarking on the social innovation journey. *Public Manag. Rev.* **2015**, *17*, 1333–1357. [\[CrossRef\]](#)
60. Arshad, B.; Hassan, H.; Azam, A. The impact of perceived organizational virtuousness on employees' innovative behavior. *Int. J. Ethics Syst.* **2025**, *41*, 867–885. [\[CrossRef\]](#)
61. Ding, J.; Hong, G. Fostering loyalty and creativity: How organizational culture shapes employee commitment and innovation in South Korean firms. *Behav. Sci.* **2025**, *15*, 529. [\[CrossRef\]](#) [\[PubMed\]](#)
62. Kang, J.Y.; Lee, M.K.; Fairchild, E.M.; Caubet, S.L.; Peters, D.E.; Matti, L.; Howell, T.G., Jr. Do organizational values and leadership impact staff engagement, wellbeing, and patient satisfaction? *J. Healthc. Leadersh.* **2023**, *15*, 209–219. [\[CrossRef\]](#) [\[PubMed\]](#)
63. Wang, X.; Zhou, K.; Liu, W. Value congruence: A study of green transformational leadership and employee green behavior. *Front. Psychol.* **2018**, *9*, 1946. [\[CrossRef\]](#) [\[PubMed\]](#)
64. Arieli, S.; Sagiv, L.; Roccas, S. Values at work: The impact of personal values in organisations. *Appl. Psychol.* **2020**, *69*, 230–275. [\[CrossRef\]](#)
65. Meglino, B.M.; Ravlin, E.C.; Adkins, C.L. A work values approach to corporate culture: A field test of the value congruence process and its relationship to individual outcomes. *J. Appl. Psychol.* **1989**, *74*, 424–432. [\[CrossRef\]](#)
66. Van Tuin, L.; Schaufeli, W.B.; Van den Broeck, A. Engaging leadership: Enhancing work engagement through intrinsic values and need satisfaction. *Hum. Resour. Dev. Q.* **2021**, *32*, 483–505. [\[CrossRef\]](#)
67. Nabatchi, T. Putting the “public” back in public values research: Designing participation to identify and respond to values. *Public Adm. Rev.* **2012**, *72*, 699–708. [\[CrossRef\]](#)
68. Lee, H.J.; Kim, M.Y.; Park, S.M.; Robertson, P.J. Public service motivation and innovation in the Korean and Chinese public sectors: Exploring the role of Confucian values and social capital. *Int. Public Manag. J.* **2020**, *23*, 496–534. [\[CrossRef\]](#)
69. Purc, E.; Laguna, M. Personal values and innovative behavior of employees. *Front. Psychol.* **2019**, *10*, 865. [\[CrossRef\]](#) [\[PubMed\]](#)
70. Parker, S.K.; Bindl, U.K.; Strauss, K. Making things happen: A model of proactive motivation. *J. Manag.* **2010**, *36*, 827–856. [\[CrossRef\]](#)
71. Albrecht, S.L.; Furlong, S.; Leiter, M.P. The psychological conditions for employee engagement in organizational change: Test of a change engagement model. *Front. Psychol.* **2023**, *14*, 1071924. [\[CrossRef\]](#) [\[PubMed\]](#)
72. Meynhardt, T.; Brieger, S.A.; Hermann, C. Organizational public value and employee life satisfaction: The mediating roles of work engagement and organizational citizenship behavior. *Int. J. Hum. Resour. Manag.* **2020**, *31*, 1560–1593. [\[CrossRef\]](#)
73. Parker, S.K. Enhancing role breadth self-efficacy: The roles of job enrichment and other organizational interventions. *J. Appl. Psychol.* **1998**, *83*, 835–852. [\[CrossRef\]](#) [\[PubMed\]](#)
74. Axtell, C.M.; Parker, S.K. Promoting role breadth self-efficacy through involvement, work redesign and training. *Hum. Relat.* **2003**, *56*, 113–131. [\[CrossRef\]](#)
75. Guillén, L.; Mayo, M.; Karelaia, N. Appearing self—Confident and getting credit for it: Why it may be easier for men than women to gain influence at work. *Hum. Resour. Manag.* **2018**, *57*, 839–854. [\[CrossRef\]](#)
76. Wrzesniewski, A.; Dutton, J.E. Crafting a job: Revisioning employees as active crafters of their work. *Acad. Manag. Rev.* **2001**, *26*, 179–201. [\[CrossRef\]](#)
77. Podsakoff, P.M.; MacKenzie, S.B.; Lee, J.Y.; Podsakoff, N.P. Common method biases in behavioral research: A critical review of the literature and recommended remedies. *J. Appl. Psychol.* **2003**, *88*, 879–903. [\[CrossRef\]](#) [\[PubMed\]](#)
78. Podsakoff, P.M.; MacKenzie, S.B.; Podsakoff, N.P. Sources of method bias in social science research and recommendations on how to control it. *Annu. Rev. Psychol.* **2012**, *63*, 539–569. [\[CrossRef\]](#) [\[PubMed\]](#)
79. Cole, D.A.; Maxwell, S.E. Testing mediational models with longitudinal data: Questions and tips in the use of structural equation modeling. *J. Abnorm. Psychol.* **2003**, *112*, 558–577. [\[CrossRef\]](#) [\[PubMed\]](#)
80. Searle, R.; Den Hartog, D.N.; Weibel, A.; Gillespie, N.; Six, F.; Hatzakis, T.; Skinner, D. Trust in the employer: The role of high-involvement work practices and procedural justice in European organizations. *Int. J. Hum. Resour. Manag.* **2011**, *22*, 1069–1092. [\[CrossRef\]](#)
81. Huang, Y.H.C. Gauging an integrated model of public relations value assessment (PRVA): Scale development and cross-cultural studies. *J. Public Relat. Res.* **2012**, *24*, 243–265. [\[CrossRef\]](#)
82. Huang, Y.H.C.; Hagan, L.M. The role of market-oriented relations in public relations: The differing perspectives of managers and practitioners in the U.S. and Taiwan. *Public Relat. Rev.* **2011**, *37*, 297–304. [\[CrossRef\]](#)
83. Galloway, T.D.; Edwards, T.J. Critically examining the assumptions of espoused theory the case of city planning and management. *J. Am. Plan. Assoc.* **1982**, *48*, 184–195. [\[CrossRef\]](#)
84. Nalbandian, J.; Edwards, J.T. The values of public administrators: A comparison with lawyers, social workers, and business administrators. *Rev. Public Pers. Adm.* **1983**, *4*, 114–127. [\[CrossRef\]](#)

85. Parker, S.K.; Williams, H.M.; Turner, N. Modeling the antecedents of proactive behavior at work. *J. Appl. Psychol.* **2006**, *91*, 636–652. [\[CrossRef\]](#) [\[PubMed\]](#)
86. Hayes, A.F. *Introduction to Mediation, Moderation, and Conditional Process Analysis: A Regression-Based Approach*; The Guilford Press: New York, NY, USA, 2022; Volume 3.
87. Hayes, A.F. *Introduction to Mediation, Moderation, and Conditional Process Analysis: A Regression-Based Approach*; Guilford Publications: New York, NY, USA, 2017.
88. Podsakoff, P.M.; Podsakoff, N.P.; Williams, L.J.; Huang, C.; Yang, J. Common method bias: It's bad, it's complex, it's widespread, and it's not easy to fix. *Annu. Rev. Organ. Psychol. Organ. Behav.* **2024**, *11*, 17–61. [\[CrossRef\]](#)
89. MacKenzie, S.B.; Podsakoff, P.M. Common method bias in marketing: Causes, mechanisms, and procedural remedies. *J. Retail.* **2012**, *88*, 542–555. [\[CrossRef\]](#)
90. Hu, L.T.; Bentler, P.M. Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. *Struct. Equ. Model. Multidiscip. J.* **1999**, *6*, 1–55. [\[CrossRef\]](#)
91. Fornell, C.; Larcker, D.F. Evaluating structural equation models with unobservable variables and measurement error. *J. Mark. Res.* **1981**, *18*, 39–50. [\[CrossRef\]](#)
92. Lei, M.; Lomax, R.G. The effect of varying degrees of nonnormality in structural equation modeling. *Struct. Equ. Model. Multidiscip. J.* **2005**, *12*, 1–27. [\[CrossRef\]](#) [\[PubMed\]](#)
93. Preacher, K.J.; Rucker, D.D.; Hayes, A.F. Addressing moderated mediation hypotheses: Theory, methods, and prescriptions. *Multivar. Behav. Res.* **2007**, *42*, 185–227. [\[CrossRef\]](#) [\[PubMed\]](#)
94. Aiken, L.S.; West, S.G.; Reno, R.R. *Multiple Regression: Testing and Interpreting Interactions*; Sage: Thousand Oaks, CA, USA, 1991.
95. Yang, Y.; Mostafa, A.M.S. High-performance human resource practices, organizational identification and employee commitment: The moderating role of organizational culture. *Front. Psychol.* **2024**, *15*, 1494186. [\[CrossRef\]](#) [\[PubMed\]](#)
96. Newman, A.; Miao, Q.; Hofman, P.S.; Zhu, C.J. The impact of socially responsible human resource management on employees' organizational citizenship behaviour: The mediating role of organizational identification. *Int. J. Hum. Resour. Manag.* **2016**, *27*, 440–455. [\[CrossRef\]](#)
97. Schauster, E.; Neill, M.S.; Ferrucci, P.; Tandoc, E. Public relations primed: An update on practitioners' moral reasoning, from moral development to moral maintenance. *J. Media Ethics* **2020**, *35*, 164–179. [\[CrossRef\]](#)
98. Uçanok Tan, B. Effects of materialist values and work centrality on organizational citizenship behaviors. *Sage Open* **2023**, *13*, 21582440231214466. [\[CrossRef\]](#)
99. Iqbal, M.B.; Li, J.; Yang, S.; Sindhu, P. Value-driven career attitude and job performance: An intermediary role of organizational citizenship behavior. *Front. Psychol.* **2022**, *13*, 1038832. [\[CrossRef\]](#) [\[PubMed\]](#)
100. Farh, C.I.C.; Lanaj, K.; Ilies, R. Resource-based contingencies of when team–member exchange helps member performance in teams. *Acad. Manag. J.* **2017**, *60*, 1117–1137. [\[CrossRef\]](#)
101. Felin, T.; Foss, N.J.; Heimeriks, K.H.; Madsen, T.L. Microfoundations of routines and capabilities: Individuals, processes, and structure. *J. Manag. Stud.* **2012**, *49*, 1351–1374. [\[CrossRef\]](#)
102. Van der Wal, Z.; De Graaf, G.; Lasthuizen, K. What's valued most? Similarities and differences between the organizational values of the public and private sector. *Public Adm.* **2008**, *86*, 465–482. [\[CrossRef\]](#)
103. Chen, L.; Lin, C.; Zhou, X. How does public service motivation affect the proactive service behaviors of grid workers? A study of survey evidence from Eastern China. *Behav. Sci.* **2024**, *14*, 148. [\[CrossRef\]](#) [\[PubMed\]](#)
104. Song, Q.; Guo, P.; Fu, R.; Cooke, F.L.; Chen, Y. Does human resource system strength help employees act proactively? The roles of crisis strength and work engagement. *Hum. Resour. Manag.* **2023**, *62*, 213–228. [\[CrossRef\]](#)
105. Kim, B. Psychological safety, need for cognition, and proactivity among public sector employees. *Korean J. Policy Stud.* **2019**, *34*, 99–126. [\[CrossRef\]](#)
106. Xu, S.; Jia, J.; Wang, Y.; Shah, P.P.; Xie, L.; Wu, T. Fueling employees' initiative: A meta—Analysis of the motivational antecedents of proactive work behavior. *J. Organ. Behav.* **2025**, *47*, 399–419. [\[CrossRef\]](#)
107. Rodrigues, N.; Rebelo, T. Can employees capitalize upon their role breadth self-efficacy and innovative work behaviour to enhance their prospects of promotion? *Eur. J. Work Organ. Psychol.* **2023**, *32*, 562–574. [\[CrossRef\]](#)
108. Mohamad, N.I.; Rahman, I.A.; Özdemir, S.; Ahmad, N.N.; Asha'ari, M.J. Examining the influence of managerial skills on in-role behavior through role breadth self-efficacy as mediator. *Discov. Psychol.* **2025**, *5*, 85. [\[CrossRef\]](#)
109. Pérez-López, M.C.; González-López, M.J.; Rodríguez-Ariza, L. Applying the social cognitive model of career self-management to the entrepreneurial career decision: The role of exploratory and coping adaptive behaviours. *J. Vocat. Behav.* **2019**, *112*, 255–269. [\[CrossRef\]](#)
110. Lent, R.W.; Brown, S.D. Social cognitive career theory at 25: Empirical status of the interest, choice, and performance models. *J. Vocat. Behav.* **2019**, *115*, 103316. [\[CrossRef\]](#)

111. Kim, Y.; Uysal, N. Transparent communication and employee outcomes: The mediating role of workplace sense of community in enhancing voice, loyalty, and positive work behaviors. *Int. J. Bus. Commun.* **2025**, 23294884251349496. [[CrossRef](#)]
112. Zhu, X.X.; Li, C.; Wang, X.L.; Liu, J.N.; Xia, S. How does information sharing of a supervisor influence proactive change behavior of an employee? The chain mediating role of family-like employee–organization relationship and relationship energy. *Front. Psychol.* **2021**, 12, 739968. [[CrossRef](#)] [[PubMed](#)]

Disclaimer/Publisher’s Note: The statements, opinions and data contained in all publications are solely those of the individual author(s) and contributor(s) and not of MDPI and/or the editor(s). MDPI and/or the editor(s) disclaim responsibility for any injury to people or property resulting from any ideas, methods, instructions or products referred to in the content.