

Exploring Public Knowledge Worker Well-Being Using Rasch Model

Maria Grace Herlina, Dicky Hida Syahchari

Senior Lecturer, Management Department
BINUS Business School Undergraduate Program
Bina Nusantara University
Jakarta, Indonesia 11480

herlina01@binus.edu, dicky.syahchri@binus.edu

Abstract

Employees in the public sector should be service-oriented rather than profit-driven. They should be motivated by the inherent advantages and rewards of their job. Therefore, the study proposes to use the Rasch Model Analysis to examine the well-being of public knowledge workers based on job satisfaction and organizational commitment. According to the findings, public knowledge workers who are more satisfied with their jobs have higher affective commitment than those who are less satisfied. Furthermore, those who are more satisfied with their jobs have a higher level of normative commitment. Furthermore, dissatisfied public knowledge workers tend to have higher continuance commitment than satisfied ones. The findings indicate that, despite their dissatisfaction with the promotion system in public learning institutions, the public knowledge workers continue to perform their duties as civil servants. It is exemplified by a high level of normative commitment, a type of state-mandated faithfulness to public organizations.

Keywords

Well-being, Job Satisfaction, Organizational Commitment, Public Sector, Rasch Model.

1. Introduction

New public management theory significantly transformed the culture of the public sector in the 1990s by adopting some of the principles of private management, with an increasing emphasis on cost efficiency, managerial entrepreneurialism, results-focused management, and the empowerment of public sector consumers (Baptista et al., 2020). Moreover, in today's globally competitive environment, providing outstanding service is viewed as a crucial strategy for success and survival. Therefore, service quality and efficiency are becoming increasingly critical in the public sector.

Government services and quality standards are evolving in response to customer needs and expectations (Ramseook-Munhurrin et al., 2010). Furthermore, public organizations have recognized that providing high-quality service results in long-term sustainability and competitive advantage (Serafim & Veríssimo, 2021; Sung & Kim, 2021). As a result, organizations in the public sector are under growing pressure to enhance the quality and efficiency of their services. However, when it comes to government services and the quality standards that go with them, customers' needs and expectations change (Ramseook-Munhurrin et al., 2010).

Employees in the public sector should be service-oriented rather than profit-oriented. They should be genuinely invested in their work (Rafsanjani et al., 2019; Valor-Segura et al., 2020). A public sector employee is defined as responding to both broad and institution-specific reasons. It includes the following: (1) an involvement in public policy closely linked to the pursuit of success and inner/personal fulfillment; (2) a commitment to the common good and civic responsibility. This second component is integrally linked to the desire or ability to promote the public good and (3) empathic or compassionate feelings characterized by a desire to help others. Employees who are patient when assisting the group exemplify this characteristic. Finally, (4) self-sacrifice is a concept related to the attitude of loving one's country (patriotism), being accountable for one's responsibilities, and remaining loyal to one's country. Employees in the public sector should be service-oriented, not profit-driven, and really involved. They should be motivated by the inherent benefits and rewards of their employment (Abidin et al., 2020; Rafsanjani et al., 2019; Valor-Segura et al., 2020)

As a result, government agencies must deliver high-quality services to build exceptional teams that promote efficiency, effectiveness, quality, and accountability (Andersen et al., 2016; Tajeddini, 2011; van Helden & Reichard, 2013; Wynen et al., 2016). Furthermore, government engagement is inextricably linked to public-benefit programs, ensuring that successful government service implementation will continue (Hariguna et al., 2021). The significance of enhancing employees' favorable attitudes regarding their jobs cannot be emphasized. A positive work attitude is the most valuable asset that an organization can have in its personnel. Work attitudes are employees' behavioral intentions for their work and fall under the capacity area of knowledge, skills, and capacities (Xu et al., 2019).

Employee well-being has been extensively researched and has resulted in numerous conceptualizations, definitions, and measurements of well-being (Samad, 2015). Emotional, intellectual, social, and spiritual well-being are all part of the broader concept of well-being. In addition, employee well-being can be measured in terms of positive outcomes such as job satisfaction, happiness, organizational commitment, intention to stay with the organization, work engagement, a sense of purpose, and affective well-being (Ho & Kuvaas, 2020; Maqsood Ahmad Sandhu, Ahm Shamsuzzoha, 2018; Nielsen et al., 2017; Samad, 2015).

Numerous studies have been undertaken in both the private and public sectors to examine job satisfaction and organizational commitment. Some of them include Memet Top (Top et al., 2015) conducted a study comparing job satisfaction and organizational loyalty among public and private employees. Darwish (Yousef, 2017) examined the direct and indirect links between job satisfaction, organizational commitment, and attitudes toward organizational change. Rashmi (Chordiya et al., 2017) conducted a cross-national comparative study and discovered that job satisfaction considerably impacted affective organizational commitment in the public sector. Razzaq (2018) found that organizational commitment moderates the connection between knowledge management techniques and knowledge-work performance. Dorota Grego (Grego-Planer, 2019) examined and evaluated the relationship between individual aspects of organizational commitment and Organizational Citizenship Behaviors in Polish public and private enterprises. Miao Qing (Qing et al., 2020) discovered a positive association between ethical leadership and affective commitment and a partial mediation between ethical leadership and job satisfaction. However, it is still rare to explore Public Sector Knowledge Workers using Rasch Model, since employees in the public sector should be more concerned with service than profit, and they should be genuinely invested in their work (Rafsanjani et al., 2019; Valor-Segura et al., 2020).

1.1 Objectives

Therefore, the study proposes to examine public knowledge workers' well-being based on their job satisfaction and organizational commitment using the Rasch Model to expand prior research on job satisfaction and organizational commitment in the public sector. Furthermore, through the Wright Map, the Rasch Model can conduct deeper analysis based on dimensions and indicators of job satisfaction and organizational commitment among Public Sector Knowledge Workers.

2. Literature Review

2.1 Employee Well Being

Employee well-being was first raised in the early Human Resource Management (HRM) literature in 1984 (Ho & Kuvaas, 2020). However, there is a lack of clarity about employee well-being and positive organizational outcomes such as work satisfaction and organizational commitment (Samad, 2015). The broader idea of well-being includes emotional, intellectual, social, and spiritual well-being. Indeed, well-being was defined by job satisfaction, organizational commitment, and other psychological strains (Samad, 2015).

Danna and Griffin's (Nielsen et al., 2017) broad concept of well-being was adopted in this research. Employee well-being is defined as the state of an individual's mental, physical, and general health and their experiences of satisfaction both at work and outside of work. In addition, employee well-being is influenced by the pleasure or displeasure gained from the job and individuals' interactions with colleagues, teammates, and supervisors. This research measures employee well-being in terms of positive outcomes such as job satisfaction, organizational commitment, and intention to stay with the organization (Ho & Kuvaas, 2020; Nielsen et al., 2017; Rietze & Zacher, 2022).

2.2 Job Satisfaction

Job satisfaction is defined as a favorable organizational feeling. It stems from many human demands and plays an essential part in developing employees' talents and performances (Mehrad, 2015). Job satisfaction shows-pleasant

thoughts about doing tasks efficiently and professionally (Szromek & Wolniak, 2020). It also exhibits worker passion and loyalty in accomplishing company goals (Samad, 2015; Szromek & Wolniak, 2020).

There are numerous interpretations of job satisfaction. Scholars saw job satisfaction as a complicated emotional reaction caused by motivations, needs, demands, and expectations (Bahri et al., 2017). At the same time, other researchers classified job satisfaction as an influential element that influences employees' attitudes toward their profession (Ho & Kuvaas, 2020; Mehrad, 2015). Another scholar defines job satisfaction as a combination of positive and negative feelings employees feel toward their jobs. Another definition of job satisfaction is a happy or positive emotional state that evaluates one's employment or work experience (Fessehatsion, 2016; Ridzuan et al., 2018). Job satisfaction has five dimensions. These are pay, work, supervision or leadership, advancement, and coworker (Bahri et al., 2017; Mehrad, 2015; Szromek & Wolniak, 2020).

Work Relationship is the perception of a relationship between coworkers involved in their work. It is also about the supervisor's thoughts on those who support and encourage the employees' efforts at work. A positive work environment is associated with improved working attitudes and more successful practices (Ho & Kuvaas, 2020; Ridzuan et al., 2018). Supervisor support refers to how employees perceive supervisors to provide support, consolation, and care. The level of supervisor support may impact an employee's performance; however, the impact may be mitigated by role pressure. Supervisors, for example, might boost employee performance by providing necessary resources such as adequate equipment and training. To develop a conducive and welcoming environment, two-way communication between the institution's management and employee is essential (Ho & Kuvaas, 2020; Ridzuan et al., 2018). Payment and reward are a defined amount of money or remuneration paid to academic personnel by the university in exchange for the profitable job done. The remuneration system plays an essential role in determining a staff's degree of job satisfaction.

The growing needs of families with increasing living costs compel employees to seek more pay to ensure their future and life fulfillment (Ho & Kuvaas, 2020; Ridzuan et al., 2018). Promotion is essential in the employee's career and life, depending on many working experience sides. Certain things impact promotion: 1) evaluation of employee's experience, and it will be the positive outcomes of their effort; 2) length of employee's service and 3) employee's competence and talent. These characteristics improve employee work satisfaction (Szromek & Wolniak, 2020).

2.3 Organizational Commitment

Organizational commitment has become one of the most popular variables examined in the last three or four decades. Like with any other psychological construct, it is difficult to find a universally recognized definition. It has, however, been defined and measured in a variety of ways. The numerous definitions and measures all agree on one thing: organizational commitment is defined as a binding or linking of the individual to the organization. Organizational commitment can be described as how an individual identifies with and participates in a specific organization. It is defined by three factors: 1) a strong belief in and acceptance of the organization's goals and ideals; 2) a readiness to exert significant effort on behalf of the organization; and 3) a strong desire to remain a member of the organization (Grego-Planer, 2019; Hedayat et al., 2018; Razzaq et al., 2019; Samad, 2015).

Organizational commitment (OC) is described as "the relative strength of an individual's identification with and involvement in a certain organization." Informally, commitment might be thought of as the employee's membership in the organization. Organizational commitment exemplifies an employee's relationship with the organization. It is a mental condition that impacts the employee's decision to stay or leave the firm. Employees must accept and honestly believe in the company's principles, attempt to serve it, and enjoy being a part of it to feel more organizational commitment (Grego-Planer, 2019). An individual's commitment to an organization can be based on many factors, including a sense of obligation, an emotional attachment, and financial expenses involved with quitting the group, as well as an awareness of these costs (Ghosh & Swamy, 2014; Grego-Planer, 2019; Hedayat et al., 2018; Razzaq et al., 2019; Samad, 2015).

Meyer and Allen's model is one of the most often used models of organizational commitment. These authors define organizational commitment as employee identification with the organization. As a result, Allen and Meyer propose that organizational commitment has three dimensions: affective commitment, normative commitment, and continuance commitment (Ghosh & Swamy, 2014; Grego-Planer, 2019; Hedayat et al., 2018; Razzaq et al., 2019; Samad, 2015).

Affective commitment (AC) is defined as a "personal choice by an employee to remain engaged to the company through some emotional identification with the organization." Affective commitment is characterized by a favorable attitude toward the organization. People who have a strong affective commitment work harder and produce more excellent results than those who do not have this form of attachment. According to the Meyer and Allen model, several factors such as direct clarity of goals and a degree of manageable difficulty in reaching goals, job challenges, management receptivity to feedback, role clarity provided by the organization, peer cohesion, equity of opportunity, and compensation, perceived personal importance, and timely and constructive feedback can all influence affective commitment (Chordiya et al., 2017; Ghosh & Swamy, 2014; Grego-Planer, 2019; Hedayat et al., 2018; Razzaq et al., 2019; Samad, 2015). Affective commitment requires the following prerequisites: personal characteristics, qualities related to the role, structural attributes, and job experience (Hedayat et al., 2018).

The term "continuance commitment" (CC) refers to the expense of quitting a company. An employee who demonstrates this dimension of dedication remains with the organization because they consider it a compulsion and believe they are obligated to do so. It occurs when the expenses of quitting are prohibitively expensive, when an employee has made an excessive investment in a particular firm, or when they see no other job. A continuance commitment can be considered a contractual link to the company. A person's attachment to the organization is always founded on an estimate of the economic rewards earned by remaining in it. An employee who is persistently committed to their job performs poorer and has more challenging interactions with coworkers (Chordiya et al., 2017; Ghosh & Swamy, 2014; Grego-Planer, 2019; Hedayat et al., 2018; Razzaq et al., 2019; Samad, 2015). Continued investment and usage of resources in the organization are preconditions for a continuance commitment, including a scarcity of employment options outside of the organization (Hedayat et al., 2018).

Meyer and Allen's third and final dimension of organizational commitment is normative commitment (NC). It is linked to a moral obligation to stay with the group. Socialization experiences received in the family and later in the workplace are at the heart of the manifestation of normative commitment, especially if the value of loyalty to one organization is emphasized. The NC level may be influenced by the norms that an individual adopts as well as the reciprocal relationship that exists between a corporation and its employees (Chordiya et al., 2017; Ghosh & Swamy, 2014; Grego-Planer, 2019; Hedayat et al., 2018; Razzaq et al., 2019; Samad, 2015). Normative commitment necessitates the following conditions: family, cultural, and organizational influence ability, organizational investment, and service mutual compensation (Hedayat et al., 2018).

This study explores the level of public knowledge of workers' well-being based on job satisfaction and organizational commitment. After a thorough literature review, the researchers came up with these hypotheses

- Hypothesis 1:** *There is a significant difference in an affective commitment based on public knowledge of workers' job satisfaction.*
- Hypothesis 2:** *There is a significant difference in a normative commitment based on public knowledge of workers' job satisfaction.*
- Hypothesis 3:** *There is a significant difference in continuance commitment based on public knowledge of workers' job satisfaction.*

3. Methods

The study explores the organizational commitment of knowledge workers at public sector learning institutions that serve as a resource for public sector employees seeking to enhance their skills and knowledge. It is a quantitative study without any experimental design. The Job Satisfaction questionnaire adapted from (Ho & Kuvaas, 2020; Ridzuan et al., 2018) consists of 30 items with five dimensions. The Organizational Commitment questionnaire is adapted from the work of (Chordiya et al., 2017; Ghosh & Swamy, 2014; Grego-Planer, 2019; Hedayat et al., 2018; Razzaq et al., 2019; Samad, 2015). The research instrument consists of 30 items with three dimensions. All items were scored on a five-point Likert scale, with five indicating strong agreement and one indicating strong disagreement.

Rasch Model Analysis is an appropriate method for quantitative analysis in human sciences. The measurement model is based on probability, which enables accurate prediction of respondents' responses to all items. The Rasch Model converts Likert rating scale item scores and ordinal data to an interval scale called "unit of opportunity logarithms" (logit). Rasch Model Analysis can help reduce the number of biased responses on self-report questionnaires based on person reliability (Boone et al., 2014; Miftahuddin et al., 2020; Sumintono, 2014).

Using Winstep software version 5.1.7.0, the Rasch Model will give an in-depth descriptive analysis exploring the public knowledge worker's well-being based on job satisfaction and organizational commitment. It is also used to test the validity and reliability of the questionnaire items. The validity and reliability results of the research instrument are shown in table 1.

Table 1. Reliability and Validity Test Results

| Research Variables | Alpha Cronbach | Item Reliability | Person Reliability | Item Validity |
|---------------------------|----------------|------------------|--------------------|---|
| Organizational Commitment | 0.94 | 0.93 | 0.91 | 30 items - accepted |
| Job Satisfaction | 0.95 | 0.91 | 0.93 | 28 items - accepted 2 items - rejected |

Source: Primary Data, 2021

The organizational commitment and job satisfaction instruments' reliability suggest that all responses are excellent (0.91 and 0.93). Both research instrument items are also outstanding (0.93 and 0.91). Furthermore, both research instruments have a high Cronbach alpha (0.94 and 0.95). It means that these values account for the high correlations between the items and the respondents' responses (Boone et al., 2014; Sumintono, 2014).

4. Data Collection

The research will examine public knowledge workers' well-being at public sector learning institutions in Jakarta and Surabaya. The study was completed in December 2021. A job satisfaction questionnaire and an organizational commitment questionnaire were used to collect data for the analysis. Unfortunately, only 105 of the 150 responses could be examined further. All the public knowledge workers are senior personnel with the same rank (IVC/Pembina Utama Muda). The vast majority (94.3 percent) were men with a bachelor's degree (41.9 percent), a master's degree (26.7 percent), and a doctorate degree (22.9 percent).

5. Results and Discussion

5.1 Rasch Model Analysis

Wright Maps (person-item maps) are a ground-breaking method for displaying highly complex rating scales and test results. In this chapter, we will go over the specifics of Wright Maps so that researchers can create and include them in their articles. For a long time, the Wright Map was known as a person-item map, although it is now more commonly referred to as a Wright Map (Boone et al., 2014; Sumintono, 2014). Wright Maps display both people and items along the unidimensional logit scale used in Rasch measurement (Boone et al. 2014, Sumintono 2014).

The Rasch model describes job satisfaction (shown in figure 1) among public knowledge workers at a public sector learning institution. According to the Wright Map, 48% of public knowledge workers are satisfied with their job assignments. In comparison, 40% of academics are just moderately satisfied and 11% are dissatisfied. Whereas the Rasch model (shown in figure 2) also describes public knowledge workers with a high organizational commitment level (51 percent).

It means that, despite having a lower-than-average level of job satisfaction, employees have a higher-than-normal level of dedication. These findings are consistent with prior research, which found that personnel in the public sector should be service-oriented rather than profit-driven and actively participating. They should be motivated by the benefits and rewards of their job (Abidin et al. 2020; Rafsanjani et al. 2019; Valor-Segura et al. 2020).

The Rasch Model (figure 3) shows another in-depth analysis of job satisfaction based on its dimensions. It implies that public knowledge workers at public sector learning institutions are most satisfied with their coworkers with the highest logit ranking. It means that they have a strong sense of teamwork. On the opposite, the public knowledge workers were dissatisfied with the promotion scheme (-0.59 logit). It suggests that the public knowledge workers do not believe that fulfilling their job assignments will help them achieve a higher organizational rank.

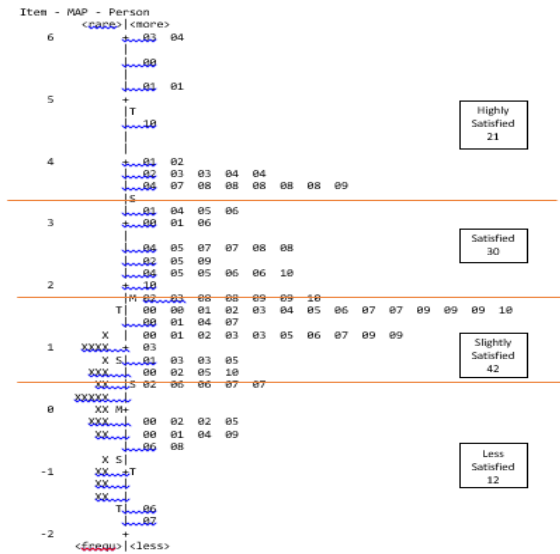


Figure 1. Job Satisfaction Wright Map

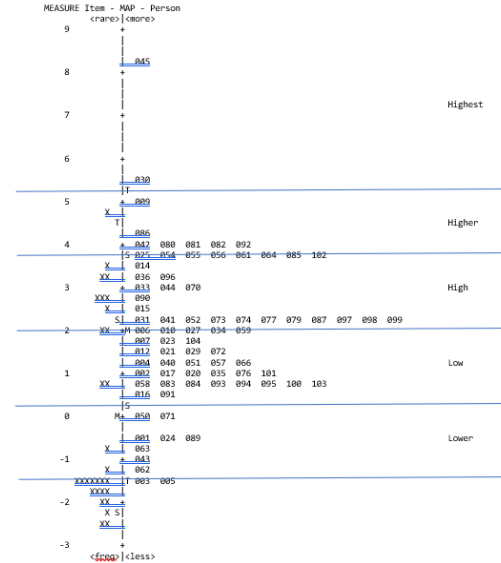


Figure 2. Organizational Commitment

The study findings support the scholars' beliefs about coworkers who are involved in their work and their relationship. It demonstrates that coworkers with the highest logit score have the most positive attitude dimension towards their coworkers (2.81 logit). It implies that the public knowledge worker's team spirit (*esprit de corps*) is trustworthy. The research findings considerably impact the researchers' research and opinions about coworkers as a positive attitude component (Ridzuan et al., 2018).

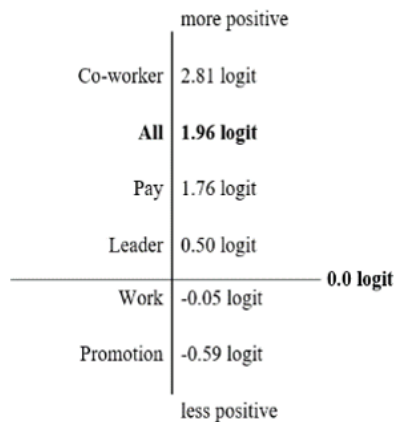


Figure 3. Job Satisfaction Dimensions

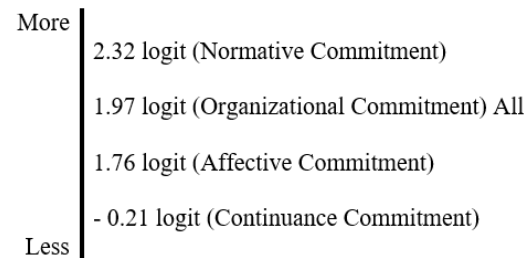


Figure 4. Organizational Commitment Dimensions

According to the findings of the study, promotion is the area in which the public knowledge workers have the least positive opinion. It has the lowest logit value (-0.59 logit). The findings are consistent with the researchers' viewpoints that a work promotion is so important in the public knowledge worker's career and life, depending on different working experience levels (Naveena & Geevarghese 2019).

Meanwhile, The Rasch Model (figure 4) also gives an in-depth analysis of organizational commitment based on its dimensions. It implies that public knowledge workers at public sector learning institutions have high normative commitment, shown by the highest logit ranking (2.32 logit). It is associated with a moral obligation to remain with the institution. Socialization experiences gained in the family and later in the job are at the heart of the manifestation of normative commitment, particularly if the importance of loyalty to one organization is emphasized. The standards that an individual follows and the reciprocal relationship between a state institution and its employees can impact the

Normative Commitment level. Family, cultural, and organizational influence ability, organizational investment, and mutual service reward influence normative commitment.

The findings support academics' views on public sector employees committed to the common good and civic responsibility. It also has to do with having a patriotic mindset, being responsible for one's duties, and keeping loyal to one's country. Employees in the public sector should be customer-focused rather than profit-driven and actively involved. They should be motivated by the benefits and rewards of their job (Abidin et al., 2020; Rafsanjani et al., 2019; Valor-Segura et al., 2020).

5.2 Validation

The Rasch Model will use to test the research hypotheses. The Rasch Model analysis revealed differences in public knowledge workers' organizational commitment based on their job satisfaction, as shown in table 2. The Rasch Model results validate the first hypothesis *there is a significant difference in an affective commitment based on public knowledge of workers' job satisfaction*. The probability value (0.000) is less than the significance level (0.05). The second hypothesis *is a significant difference in a normative commitment based on public knowledge of workers' job satisfaction*. The result shows the probability value (0.000) is less than the significance level (0.05). The third hypothesis *there is a significant difference in continuance commitment based on public knowledge of workers' job satisfaction* is statistically rejected. The probability value (0.739) is higher than the significance level (0.05).

Table 2. The Comparative Results

| Person | Mean Measure (All) | Mean Measure | Level |
|---------------------------|--------------------|--------------|--------|
| Organizational Commitment | | | |
| Affective Commitment | 1.76 logit | 3.54 logit | Higher |
| | | 0.38 logit | Lower |
| Normative Commitment | 2.32 logit | 3.44 logit | Higher |
| | | 1.46 logit | Lower |
| Continuance Commitment | -0.21 logit | -0.11 logit | Higher |
| | | -0.29 logit | Lower |

Source: Primary Data, 2021

According to the results of the research hypothesis testing, public knowledge workers with higher job satisfaction have higher affective commitment than those with lower job satisfaction. In addition, the results of the mean measure show that it is higher than the overall mean measure (3.54 logit > 1.76 logit). These findings are consistent with previous research, which found a link between job satisfaction and organizational commitment as a form of feeling connected to one's work and organization (Top et al. 2015, Yousef 2017).

The second hypothesis test also shows that public knowledge workers who are more satisfied with their jobs have higher normative commitment than those who are less satisfied. The results of the mean measure show that it is higher than the overall mean measure (3.44 logit > 2.32 logit). The result is consistent with expert's opinion. Being a civil servant is a pride. It is closely related to a love for the country. Therefore, they will remain in the public organization. It is form of responsibility and loyalty as a civil servant (Abidin et al. 2020, Rafsanjani et al. 2019, Valor-Segura et al. 2020).

The third hypothesis test demonstrates that public knowledge workers' levels of job satisfaction do not differ in terms of continuance commitment. Even though the results are not statistically significant. It implies that civil servants who remain in the organization due to a lack of alternative job opportunities are unrelated to job satisfaction. However, the results show that dissatisfied public knowledge workers have a higher continuance commitment than satisfied ones (0.29 logit > 0.11 logit).

Table 3. Hypotheses Testing Result

| Organizational Commitment | Person | | Mean difference | | t | Welch-2sided | | Validation |
|---------------------------|--------|------|-----------------|-----|---|--------------|-------|------------|
| | Code | Code | Measure | SE. | | d.f. | Prob. | |

| | | | | | | | | |
|-------------|-----------|-------------|------|------|------|----|-------|----------|
| Affective | Satisfied | Unsatisfied | 3.16 | 0.53 | 5.95 | 60 | 0.000 | accepted |
| Normative | Satisfied | Unsatisfied | 1.97 | 0.44 | 4.44 | 51 | 0.000 | accepted |
| Continuance | Satisfied | Unsatisfied | 0.18 | 0.55 | 0.33 | 72 | 0.739 | rejected |

Source: Primary Data, 2021

According to the findings, the public learning institution should have a specific method for developing organization members. Based on the research findings, the outcomes of the team-building development process have been successfully demonstrated. Rasch Model analysis proves that public knowledge workers have a strong sense of teamwork. In contrast, the promotion system has the least satisfaction. The findings show that public knowledge workers think that their duties do not guarantee a career rank after they complete it. Therefore, the promotion system needs to be renewed. In addition, the achievement factor should be added to the promotion system to give extra value to the high achiever in their duty. The achievement factor can be classified into high achievers, medium achievers, and low achievers. High achievers will be motivated because they will know that their contribution can be an additional point for their next rank promotion.

The findings also prove that some public knowledge workers are dissatisfied with the promotion system in public learning institutions. They continue to perform their duties as civil servants. It is demonstrated by the high level of normative commitment, despite the lower level of affective commitment. Normative commitment is a type of state-mandated faithful commitment to public organizations.

6. Conclusion

Employee well-being is influenced by the pleasure or displeasure gained from the job and individuals' interactions with colleagues, teammates, and supervisors. Employee well-being can be measured in positive outcomes such as job satisfaction and organizational commitment.

The Rasch model describes job satisfaction among public knowledge workers at a public sector learning institution. According to the Wright Map, 48 percent of public knowledge workers are satisfied with their job assignments. In contrast, they have a high organizational commitment (51 percent).

The Rasch Model also shows public sector learning institutions are most satisfied with their coworkers. It implies that they have a strong sense of teamwork. Meanwhile, The Rasch Model also shows public knowledge workers have high normative commitment. The findings imply that they are committed to the common good and civic responsibility. It also has to do with having a patriotic mindset. Being responsible for one's duties, and keeping loyal to one's country since should be customer-focused rather than profit-driven.

The Rasch Model results validate the first hypotheses that there is a significant difference in affective commitment based on public knowledge of workers' job satisfaction. The second hypothesis is a significant difference in normative commitment based on public knowledge of workers' job satisfaction. In contrast, in the third hypothesis there is a significant difference in continuance commitment based on public knowledge workers' job satisfaction is statistically rejected.

There are still some limitations to this study. It would be preferable to rearrange the research instruments with more items to measure each job satisfaction dimension and organizational commitment dimension for future research. It is also preferable to add more respondents from various public service sectors or other industries. It might be also interesting to have a comparative study between private and public knowledge workers.

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Biographies

Dr. Maria Grace Herlina, S.Sos., MM is a Senior Faculty Member in the Management Department of Bina Nusantara Business School. She also works as the Deputy Head of the Management Program. Her love of teaching has encouraged her to devote her expertise and experiences to improving the next generation for many years by teaching, studying, and producing scientific publications. She has done various local and international studies, and she has published multiple scientific articles in international journals that are Scopus indexed. Human resource management, organizational behavior, entrepreneurial behavior, and knowledge management behavior are among her knowledge areas.

Dicky Hida Syahchari, ST., MM.,Ph.D., is a Senior Faculty Member of the Bina Nusantara Business School Undergraduate Program in Management Department faculty. He also works as a Business Development Management and E-Business Management Subject Content Coordinator. He's been a lecturer for about 13 years. He concentrated his efforts on innovation management, knowledge management, and company development. He has conducted numerous local and international investigations, and he has published numerous scholarly articles in Scopus-indexed international journals. His knowledge areas include business development management, innovation, and knowledge management.