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**INFORMATION ON NEW CONTRIBUTIONS  
OF THE DISSERTATION**

Dissertation title: **Promoting employees' service outcome in the public sector:  
The role of ethical leadership**

Major: Business Administration

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Brief content of new academic and theoretical contributions; new arguments drawn from the research and survey results of the dissertation;

**- Theoretical contributions:**

First, by exploring the effect of ethical leadership in the dissertation, we made distinctive contributions to unfolding the association between the ethical values of supervisors and service-oriented behaviors of subordinates in public organizations. In the digital era, the public sector has been transforming into a more dynamic model and regards the citizen as their valued customers who demand better services (Waheduzzaman, 2019). As such, the public managers need to prioritize their discretion to respond better to citizens rather than concentrating on rigid procedures (Waheduzzaman, 2019). While the transition from traditional public service to market-based public service has been recognized by both scholars and practitioners, there has been a dearth of research focused on the service behaviors of public servants. The evidence is that the majority of research regarding the service behaviors of employees has been conducted in the private sector, such as hospitality (e.g., Gip et al., 2023). Thus, the dissertation employs social cognitive theory and social learning theory to explain the value of ethical leadership styles in the public sector. Moreover, by exploring the behavior of public servants in both service delivery (service adaptive behavior) and service failure situations (service recovery performance), the dissertation

stands as one of the first studies to consider both of these service situations, especially in the public sector.

Second, prior studies have suggested that a higher level of an individual's self-efficacy could promote service orientation, such as adapting behavior to meet customer needs (Charoensukmongkol, 2020) or reporting errors and undesirable issues (Wang et al., 2020). However, the dissertation shifted attention to an alternative perspective and employed a different approach compared to the current streams of research. Particularly, moral self-efficacy, which has received less attention from scholars (Rullo et al., 2022) compared to general self-efficacy but plays a crucial role in the characteristics of public servants (Sulitzeanu-Kenan et al., 2022), has been a priority in this dissertation. Since the nature of public service has some differences from other types of service (e.g., banking, insurance), in which the employees are not only required to change their behavior for selling products or services but also to ensure public values (e.g., issue a death certificate promptly). Therefore, the dissertation established a moral way that public sector employees adopt moral values from their supervisor and sequentially fuel moral self-efficacy, thriving at work, and then leading service adaptive behavior. The chain mediation through moral cognition and thriving to link the effect of ethical leadership on service adaptive behavior was the new contribution to management literature, which has not been studied before. Moreover, the result contributed to enrich prior studies that found general efficacy could trigger service recovery performance via learning behavior (Wang et al., 2020). In the context of public service, moral self-efficacy could enhance public service recovery performance through arousing the vitality and learning orientation (thriving at work) of public servants. Hence, the chain mediation process that moral self-efficacy served as an initial mediator and thriving at work served as a consequential mediator factor to translate the effect of ethical leadership to service recovery performance of public employees was another new contribution in management literature.

Third, besides moral self-efficacy as an initial mediator, the data analysis result found that prosocial motivation also has a similar role. Additionally, by unfolding the effect of motivation to serve, the dissertation contributes to the limited understanding of the effect of leadership and prosocial motivation (Eva et al., 2020). Furthermore, prosocial motivation also generates a lively state for public servants, promoting vitality,

a propensity for learning, and increased adaptability at work. There were two differences in the findings of prosocial motivation compared to moral self-efficacy. Firstly, moral self-efficacy has been identified as an antecedent of prosocial motivation in transferring the effect from the leader. Hence, it has led to the following line of study: scholars could pay attention to the chain of external factors (e.g., leadership styles and human resource practices) influencing moral cognition (e.g., moral awareness, moral attentiveness) and resulting in prosocial motivation in order to promote desired behaviors. Secondly, unlike moral self-efficacy that prepares employees for moral competence to solve failure situations at work, prosocial motivation only encourages public sector employees to put more effort into learning and applying to serve better for the citizens (service adaptive behavior)..

Fourth, the relationship between leadership style and prosocial motivation is considered a research gap since scholars have paid less attention to researching mechanisms for enhancing employee motivation (Eva et al., 2020). For example, when studying the effect of ethical leadership on employees, recent studies have mainly focused on HOW the leadership style could promote employee motivation but neglected to propose a comprehensive framework to answer WHEN (moderating effect) ethical leaders could translate the values to the employees (e.g., Eva et al., 2020; Shareef and Atan, 2019; Yidong and Xinxin, 2013). The dissertation postulated a more inclusive approach to better understand the connection between leadership and motivation to serve among public sector employees. Accordingly, ethical self-interest climate is a new contribution of the dissertation to the management literature that gives insight into the condition in which the effect of ethical leadership on public servants' prosocial motivation could be neutralized. In other words, through the lens of social cognitive theory, the dissertation discovered that employees absorb from multiple sources at work, from both their supervisor and working climate, to define their level of motivation. Hence, the adverse working climate, where colleagues tend to prioritize personal benefits (ethical self-interest climate), could diminish the impact of the leader's efforts regarding strengthening prosocial motivation at work.

Fifth, employees learn from multiple sources at work to shape their behaviors. The perspective from social cognitive theory provides an explanation for a new moderating mechanism in which self-ethical climate could reduce the role model of

ethical behaviors of supervisors. Accordingly, prior studies confirmed the role of positive organizational influence (e.g., service climate) in enhancing the connection between leadership and employees' behavior (see Tuan and Ngan, 2021). However, unlike the direction of previous studies, the dissertation delved into the dark side of ethical climate. The data analysis supported the hypotheses that public sector employees tend to neglect the observed model from their supervisors when they perceive a higher level of an ethical self-interest climate. As such, the dissertation determined that public sector employees may absorb other sources of learning (ethical self-interest climate) at a different organizational level to dominate the team-level learning source (ethical leadership) and lead to less service-oriented behavior (service adaptive behavior and service recovery performance) in order to retain benefits for themselves.

Finally, the distinct contribution in the dissertation was related to the efforts to expand the social cognitive theory. Accordingly, the dissertation expanded the collection of personal determinants in bridging the gap from external determinants (ethical leadership, ethical self-interest climate) to behavioral determinants (service adaptive behavior, service recovery performance). Notably, the combination of these cognitive, motivational, and affective factors within social cognitive theory has not been explored in previous studies. Furthermore, social learning theory was also integrated into SCT to give insights into how role models of ethical leadership could shape employees' behavioral outcomes. More importantly, the dissertation expanded the stream of research regarding ethics in organizations by explaining the boundary span of social cognitive theory to explain the influence of other sources in organizations and how these alternative sources could affect the focal source of organizations (e.g., ethical leadership). The investigation also brings up a suggestion for other studies to focus on alternative sources to increase understanding about what and how other learning sources could enhance or neutralize the effects from external sources (e.g., at team and organizational levels).

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