PUBLIC SERVICE MOTIVATION, JOB SATISFACTION, AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR: AN INVESTIGATION ON THE SAMPLE OF EMPLOYEES IN NIGERIA PUBLIC SECTOR

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ABSTRACT

The paper examines the Influence of Public Service Motivation, Job Satisfaction, and Continua Commitment on Organizational citizenship Behavior of Public sector employees. Using a stratified random sample, 201 employees were selected from public organizations (Ministry of Agriculture, finance, ministry of Health, ministry information, and ministry of justice in Nigeria. A Questionnaire was used to obtain data, and PLS-SEM v.3.2.7 was employed to analyze it. Three hypotheses were framed and tested statistically. The findings show that a positive relationship exists between Public Service Motivation, Job Satisfaction, Continua Commitment, and Organizational Citizenship Behavior. These findings have implications for administrators and policymakers because it confirmed that workers with strong public service motivation, workers who are well satisfied, and workers who hold strong continua commitment are the ones that exhibit organizational citizenship behaviors. The findings have expanded the literature on Organizational Citizen Behavior, Public Service Motivation, Job Satisfaction, and continua commitment.

Keywords: Commitment, Job Satisfaction, Public Service Motivation, Organization, Citizenship

INTRODUCTION

The concept of public service motivation has gained a lot of interest from researchers and practitioners worldwide. It is one of the most prominent fields of public administration (Perry & Hondeghem, 2008). Despite a highly paid private sector, why people eager to join the public sector. It is essential to understand the theory and practice of PSM. To serve the general public and take care of their interest is one of the most crucial reasons to join public service institutions (Brewer et al., 2000; Francois, 2000; Kong, 2014; Park & Rainey, 2008). Meanwhile, (2011) pointed out that increasing public service employees' motivation level is a significant concern for these institutions because it will affect hiring, retention, and performance.

Motivational patterns differ significantly for employees working in public and private sectors consisting more of intrinsic factors than salary or other extrinsic rewards (Buelens & Van den Broeck, 2007; Crewson, 1997). People who value PSM are more attracted to jobs that align their personal goals with organizational goals (Pandey et al., 2008). As a result, the job satisfaction of intrinsically motivated employees is a much vast and problematic concept. PSM theory helps in explaining this intrinsic motivation of public sector employees. PSM is viewed as a set of attitudes and beliefs that instigate in employees a motivation to serve the public to fulfill their intrinsic motivation.

Many problems characterize the public sector in Nigeria; Jude and Akinwale (2014) identified politicization, corruption, and lack of job satisfaction as some of the challenges affecting public administration in Nigeria. These elements can lead to poor performance. The delivery of essential social services is one of the major tasks that the public sector has to carry on within Nigeria today; it requires robustness in the overall civil services, including ensuring service providers are satisfied with their jobs. Job satisfaction has necessary implications, especially for public sector employees, as it may become the catalyst for the quality of services provided to the citizens (Al-zu, 2010). Hence, there is a need to address these issues prevailing in the administrative system for better bureaucratic efficiency and well-motivated employees. More so, since the concept of public service motivation is used for explaining the difference between public and private employees (Perry & Wise, 1990). We can guess that public employees will place a high value on prosocial job behavior, such as organizational citizenship behavior (OCB).

Based on the literature review, the current study examines the construct of public service motivation, job satisfaction, continuance commitment, and organizational citizenship behavior in the Nigeria public sector. This research evaluates how well the PSM construct, observed in western societies, can be generalized to Nigeria. We also investigate the effects of PSM on public employees' job satisfaction and organizational citizenship behavior.

STATEMENT OF THE PROBLEM

Developing research in public service motivation is valuable in the current Nigeria situation for several reasons. The theory of public service motivation is grounded in an assumption that the public service is different and cannot be reformed like a private sector business. As the OECD often emphasizes, the fundamental purpose of the public service is the government and not management, which means having regard for multiple objectives beyond 'the bottom line.' Furthermore, the desire 'to serve others' has been an essential factor in motivating talented, ambitious people to join and remain in public service. Undoubtedly, these are the type of employee the Nigerian public service desperately needs to confront multiple challenges.

In practical terms, administrators/managers need to implement consistent policies, support, and public service motivation. Yet the available evidence suggests that against a background of recession, 'pay and numbers' currently dominates the human resource management plan in Nigeria. Furthermore, particular concerns arise concerning the recruitment and promotion moratorium in place in the public service. Recruits contribute beyond their skills and qualifications - they inject 'new blood' into organizations and challenge the status quo. Promotion opportunities also matter because, notwithstanding public service motivation, extrinsic motivation still has many issues. Employees who perform to a very high level have to see that advancement is a realistic expectation (Remi et al., 2011).

Furthermore, despite increased attention to the study of public service motivation, scholars have focused almost entirely on developed countries. There is little research on public service motivation in Nigeria. Social and cultural differences raise questions about how generalizable the PSM constructs are. Because of the differences between Western and Nigerian society, it is unclear

whether Western study methods can be used in a meaningful way in Nigeria. Little is known about the internal motivation of Nigeria public servants. Therefore, this study intends to examine the extent to which public service motivation assessment can be applied to Nigeria, and if so, which mechanisms would be involved.

The significant contribution of this study is its replication, which is aimed to add strength to the limited empirical researches conducted on PSM, Satisfaction, and OCB in public service as emphasized by (Mcguire and Mclaren (2009) "Research that cannot be replicated is not science, and cannot be trusted either as part of the profession's accumulated body of knowledge or as a basis for policy." Nigeria is selected as Nigeria's public sector suffers from several challenges: weak technical and managerial skills, politicization; corruption; lack of job satisfaction, and inefficient bureaucracy. This study also contributes to being the first empirical research in Nigeria on public service employees' motivation, job satisfaction, and organizational citizenship behavior.

OBJECTIVES OF THE STUDY

This research's main objective is to investigate how generalizable the public service motivation (PSM) observed in Western societies is to the Nigerian context. Others include

- To examine the effects of public service motivation organizational citizenship behavior concerning Nigeria Public service
- To examine the effects of job satisfaction on organizational citizenship behavior regarding Nigeria Public service
- To examine the effects of continuance commitment on organizational citizenship behavior about Nigeria Public service

LITERATURE REVIEW

Under the literature review, various topics, such as Public Service motivation; Job satisfaction; continuance commitment, organizational citizenship behavior; Relationship between PSM and Organizational citizenship behavior OCB, the relationship between Job satisfaction J.S. and Organizational citizenship behavior OCB; the ties between continuance commitment CC and Organizational citizenship behavior OCB will be reviewed.

Public Service Motivation (PSM)

Perry and Wise (1990) defined PSM as an individual's tendency to respond to motives grounded primarily or uniquely in public institutions and organizations. At the same time, Syamsir (2014) viewed PSM as a general altruistic motive to serve the interest of a community of people, a state, a nation, or humanity. Public Service Motivation began to surface in the limelight of research in the 1980s and early 1990's when scholars start to provide meaning to PMS. The main focus of PSM is on the desire and intention to do well for people and promote society's well-being. According to Jacobson (2011), PSM plays a significant role in the survival of organizations. This is because it provides information on how workers can be motivated, how they can be employed, and how to retain them. More so, it provides strategies for measuring public servant's behavior as

well serve as a mirror for viewing the nature of public sector incentives. Hence, PSM have a close link with Human Resource Management construct and made some scholars to suggest that, PSM studies should be incorporated into the public administration curricula and to educate public managers and human resources professionals on the basic tenants of PSM (.Baba., Namahe, & Abdullahi 2017).

Job Satisfaction (JS)
Job Satisfaction is defined as the attitudes and feelings people have about their work. Positive and favorable attitudes towards the job signify job satisfaction, while negative and unfavorable attitudes indicate dissatisfaction. Job satisfaction has been described as the most intensively studied variable in organizational research during the past decades because increased job satisfaction results in improved performance. As rightly pointed out by Armstrong and Taylor (2012), the human relations movement was based on the belief that productivity could be increased by making workers more satisfied, primarily through pleasant and supportive supervision and by meeting social needs. Armstrong and Taylor (2012) further argued that job satisfaction or dissatisfaction could be determined through three main factors: (a) The intrinsic motivating factors; these factors relate to job contents such as skill variety task identity task significance, autonomy, and feedback. (b)the quality of supervision; this is the most critical determinant of worker attitudes because installs that man's desire to be continuously associated with his fellows are strong, human characteristics. (c) Success or failure; success creates satisfaction, mainly if it enables individuals to prove that they are using their abilities to the full.

Organizational Citizenship Behavior (OCB)
According to Organ (1988), Organizational citizenship behavior OCB is defined as "individual discretionary behavior, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization. Through OCB, interdependencies among working colleagues are reduced, while the collective outcome is enhanced. It also reduces the cost of maintenance functions by the organization, as well as improves the ability of workers to perform their jobs by freeing up time for more efficient planning, scheduling, problem-solving, and so on (Organ, 1988; Organ and Konovsky, 1989; Podsakoff et al., 2000). OCB derives its practical reputation because it represents contributions that do not limit to formal role duties only. OCB means behavior goes beyond those formally prescribed by an organizational role, is discretionary, is not directly or explicitly rewarded within the context of the organization's formal reward structure, and is essential for an organization's effective and successful functioning. Over two decades, OCB has been studied theoretically and empirically in various fields, and the antecedents and consequences of OCB have been analyzed (Podsakoff, MacKenzie, & Podsakoff, 2003).

Continuance Commitments (CC)
Allen and Meyer (1991) posit that organizational commitment is divided into three elements, in this arrangement, organizational commitment comprises three components: Affective Commitment (Emotional Loyalty), normative Commitment, and continuance commitment (Allen & Meyer, 1991). Continuance Commitment: Refers to the employees' desire to stay within the institution unless it is too expensive to leave the institution or have no other option than to leave (Allen & Meyer, 1991).

Public Service Motivation and Organizational Citizenship Behavior
Previous studies have revealed that PSM workers participate in a broader array of discretionary behaviors within and outside their workplace. Therefore, since PSM individuals are concerned and committed to serving the public interest, it is rational to accept that they will be acting as good organizational citizens if they believe that such actions will positively impact the quality of service provided (Koumenta, 2015). He further argued that it is possible to link PSM and OCB because PSM individuals view their jobs more broadly and believe that engaging in the extra effort is part of their regular duties. Under this situation, they are likely to participate in OCBs more regularly, irrespective of the kind of treatment they receive from their organizations. This explains why Coyle-Shapiro,(2000) argued that workers that possess PSM orientation might not always view their relationship with their employer-based on reciprocal exchange as believed by the social exchange theorist. This argument was supported by the findings of Guest and Conway (2001).

They discovered that public sector employees did not necessarily respond to lousy treatment by engaging in negative behavioral patterns. They recommend a distinction between loyalty to the job, the organization, or the community served. They noted that such behaviors could result from the broader societal implications of work outcomes and the importance of the services one provides. Based on this, therefore, PSM is expected to be positively associated with OCB. In a related development, Kim (2006) researched the relationship between public service motivation and organizational citizenship behavior in Korea. Structural equation modeling (SEM) was used to collect data from 1,584 civil servants. The results show that a significant positive relationship exists between public service motivation and organizational citizenship behavior. Pandey et al. (2008) found out that PSM directly affects interpersonal citizenship behavior in public organizations. Based on the statement this paper hypothesis that

H1. There is a positive relationship between public service motivation and organizational citizenship behavior.

Job Satisfaction and Organizational Citizenship Behavior
Job satisfaction serves as an essential determinant of organizational citizenship behavior (OCB). This is because workers with a high level of OCB will help the organization accomplish its goals and contribute to the organization's development (Organ, 2018). Hence job satisfaction does not only satisfy employees but also improves OCB. The relationship between the two constructs (J.S.

and OCB) has been studied by many researchers and is well established in the literature. There is the indication that such a relationship exists, and we can at least conclude that job satisfaction is likely to be highest in organizations where OCB is predominant (Podsakoff, MacKenzie, & Podsakoff, 2003).To support this argument, prior studies of (Günay, 2018; Hemakumara, Khatibi, & Johar, 2018; Jawabri, 2017; Mohamed, 2016; Organ, 2018) had discovered that there is a strong relationship between job satisfaction and OCB. The schoolers further stress that delighted workers always exhibit high OCB than others. Thus, OCB leads to increase productivity and retention of customers. It also reduces employee turnover, improves organizational commitment, and minimized administrative cost. Based on the above statement, this paper hypothesis that,

H2. There is a positive relationship between job satisfaction and organizational citizenship behavior.

Continuance Commitment and Organizational Citizenship Behavior
The organizational Commitment concept is mostly associated with Allen and Meyer (1990), who believe that a committed worker as the one who stays with an organization, report to work on time, put in full days and more, protect organizational equipment's, have trust in the organizational goals and work tirelessly to achieve these goals. Furthermore, Allen and Meyer (1990) have recognized three components of commitment that tie the employee to their organization: (i) affective commitment, which bonds workers through their emotional attachment, participation, and identification with the organization. When workers sense their organization's objectives, believes, values, and norms, they become more eager to exercise extra effort to realize organizational goals; (ii) continuance commitment is the worker's readiness to remain in the organization because of their mindfulness of the cost of leaving the organization; (iii) normative commitment is the feeling of responsibility toward workers" organization. Meyer et al. (1993) maintained that workers with high affective commitment always remain with the organization as they want to, while an employee with robust continuance commitment stays. They have to, whereas those with normative commitment stay because they feel that they are bound to. However, for this paper's purpose, continuance commitment has been considered with a view to understand how it relates to organizational citizenship behavior. Yilmaz (2008) viewed OCB as the employee actions that are carried out willingly and independently. Numerous schoolers have found that organizational commitment is a predictor of corporate citizenship (Asiedu et al., 2014; Mohammad et al., 2010; Podsakoff, MacKenzie, Lee, & Podsakoff, 2003; Williams, & Anderson, 1991).

Similarly, many researchers have found that workers with strong organizational commitment tend to have strong OCB (O'Reilly, & Chatman, 1986; Organ & Ryan, 1995; Williams & Wong, 1999). Furthermore, (Podsakoff et al. (2003) argued that workers' job satisfaction and organizational commitment are vital elements that can lead to organizational citizenship behavior. Based on the above discussion, it has been assumed that there is a positive relationship between continuance commitment and organizational citizenship behavior.

H3. There is a positive relationship between continuance commitment and organizational citizenship behavior

Figure 1.1 Framework
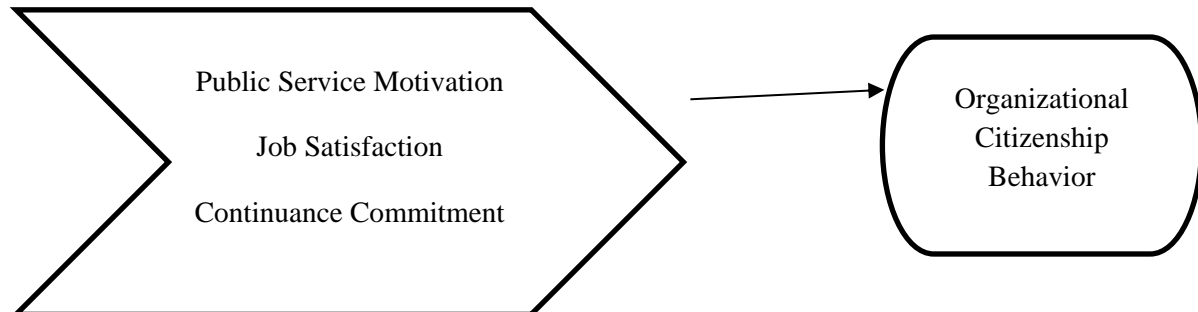
METHODOLOGY

Employees working in federal organizations were the target population of this study. As part of a field survey, 2,500 questionnaires were distributed to collect data from respondents. The data of public service motivation, job satisfaction, and organizational citizenship behavior were collected by randomly sampling from the employees in Nigeria's public sector. Structural equation modeling (SEM) version 3.2.7 was applied to analyze the data collected. However, the researcher conducted a pilot test before the main study using a smaller sample with similar features to the primary research. This aims to establish the validity and reliability of the measurement scale that will be used and to find out the possible outcomes of the main study. It will also help the researcher address any likely problem that may arise and take protective measures before the main task.

Result of the Pilot Test

Table 1 shows the outcome of the pilot test conducted. It indicated that the Cronbach alpha for all the four constructs under examination is above 0.70, as recommended by the study (Nunally, 1978). As all the values range from 97 to 76 respectively. This signifies that all the variables have internal consistency reliability, and therefore, there was no need to delete any item.

Table1. Summary of *Reliability Test for Pilot*

Construct	No of Items	Cronbach Alpha
Organizational Citizenship Behavior	9	0.86
Public Service Motivation,	5	0.97
Job Satisfaction	10	0.80
Continuance Commitment	8	0.76

Population and Sampling

Employees working in public organizations were the target population of this study. The organizations covered include the ministry of Agriculture, finance, ministry of Health, ministry

information, and justice ministry. 250 questionnaires were distributed to collect data from respondents, out of which only 201 were retrieved. The study employed a simple random sampling method to select the respondents. The questionnaires were administered with the aid of research assistants. The demographic variable of respondents is shown in Table 2.

Table 2: Demographic Profile of Respondents

S/N	Characteristics	Frequency		Percentage	Valid percentage
	Gender	Male	157	78.1
		Female	44	21.9
2	Age	20-39 years old.	51	25.3
		40-59 years old.	129	64.1
		60 years and above	21	10.4
3	Marital Status	Married	163	81
		Single	38	18.9
4	Work Experience	1-10 years	63	31.3
		11-20 years	96	47.7
		20 years and above	42	20.8
5	Qualification	SSCE certificate	41	20.3
		Diploma/NCE	110	54.7
		Degree/HND	37	18.4
		Post Graduate	13	6.4

Table 2 above shows the demographic characteristics of the respondents. It revealed that 78.1 percent of the respondents are male and 21.9 percent female. Whereas 25.3 percent of the respondents are between 20-39 years old, 64.1 percent were between 40 and 59. Meanwhile, about 10.4 percent of the respondents have between 60 years and above. The tables also indicated that 81 percent of the workers have married while 18.9percent are not yet married.

Furthermore, it was disclosed by the Table that about 31.3 percent of the respondents had spent 1-10 years' working, 47.7 percent have worked for 11-20 years, while 20.8 percent 20 years and above working experience. Concerning qualification, the result shows that 20.3 percent of the selected workers possessed SSCE, 54.71 percent hare a Diploma/ NCE, and 18.4 percent have a university degree / HNDs. Meanwhile, only 6.4 percent of the selected workers possessed a post-graduate degree.

Measurements

This paper examines the relationship between public service motivation, job satisfaction, and continuance commitment to organizational citizenship behavior. Therefore, the study comprises three independent variables (PSM, J.S., and CC) and one dependent variable (OCB). A five-point item scale was applied to measure entire constructs, and scales range from 1 = strongly disagree,

2= agree, 3= neutral, 4= disagree, and 5=strongly agree. The measurement of public service motivation was adapted from past studies (Kim, 2010; Brewer & Selden, 2000; Naff & Crum, 1999). Continuance commitment was measured by items from the past studies of (Allen and Meyer,1997), Job satisfaction is measured by the scale used by (Mason 1995), while organizational citizenship behavior was measured by items adapted from the previous studies of (Smith, Organ & Near,1983). This study carried out a multivariate analysis using Smart-PLS version 3.2.7 to measure the model and evaluate the study hypothesis. The paper used the PLS-SEM modeling method to assess the relationship with their respective measurements, intending to provide the researcher with the chance of assessing the entire measurement model (Hair., Anderson, Babin, & Black, 2010).

Validity and Reliability of Measures

 PLS-SEM algorithms were employed to assess construct reliability and validity which was done by assessing the measurement model. Reliability and validity measurement of variables are the criteria used in PLS analysis to evaluate the models' goodness of fit (Hair, Ringle, & Sarsterdt, 2013). Therefore, the paper conducted a reliability analysis to determine the measure's internal consistency. Summary of results obtain from the validity and reliability based on the Average Variance Extracted and Composite reliability are shown in Table 3. The results indicated that all the Average Variance Extracted (AVE) falls within 0.515 and 0.601. Simultaneously, the composite reliability of the model is above the benchmark of 0.70 because the values obtained are between 0.882 and 0.917 for the constructs (Hair et al., 2014). Furthermore, the significance of the path coefficient (R^2) was also shown in the Table. It indicated that 0.678 percent of variance was explained by the variables for a direct relationship, signifying that all the variables have adequate reliability.
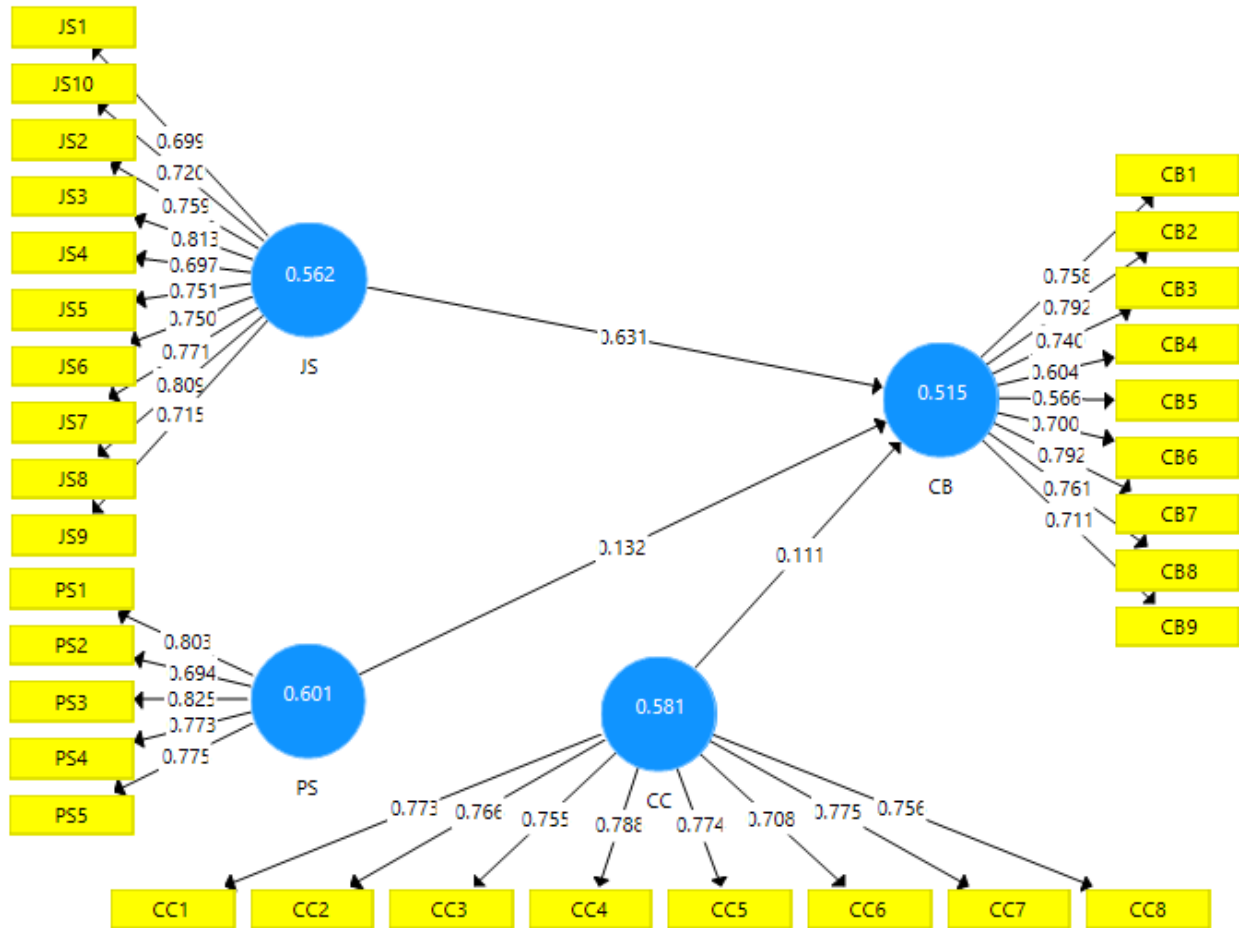
Figure 2 Measurement Model

Table 3: *Showing the AVE, C.R., and R²*

Constructs	CR	AVE	R2
Organizational Citizenship Behavior (OCB)	0.904	0.515	0.678
Public Service Motivation (PSM)	0.882	0.601	
Job Satisfaction (JS)	0.927	0.562	
Continuance commitment (CC)	0.917	0.581	

Table 4: *Latent Variable Correlations and Square Roots of AVE*

Constructs	1	2	3	4
OCB	**0.718**			
CC	0.712	**0.778**		
JS	0.549	0.685	**0.811**	
PSM	0.667	0.707	0.675	**0.804**

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The Fornell and Larcker criterion, which is one way of establishing discriminant validity, was employed by this paper. This is achieved by comparing the squared correlations among the variables and the AVE for the separate variables (Fornell & Larcker, 1981). Table 4 displays the results of the discriminant validity test carried out by this paper. The work displayed that squared correlations of all the constructs in this paper were below the AVE by the indicators measuring the constructs. This means that both convergent and this model achieves discriminant validity.
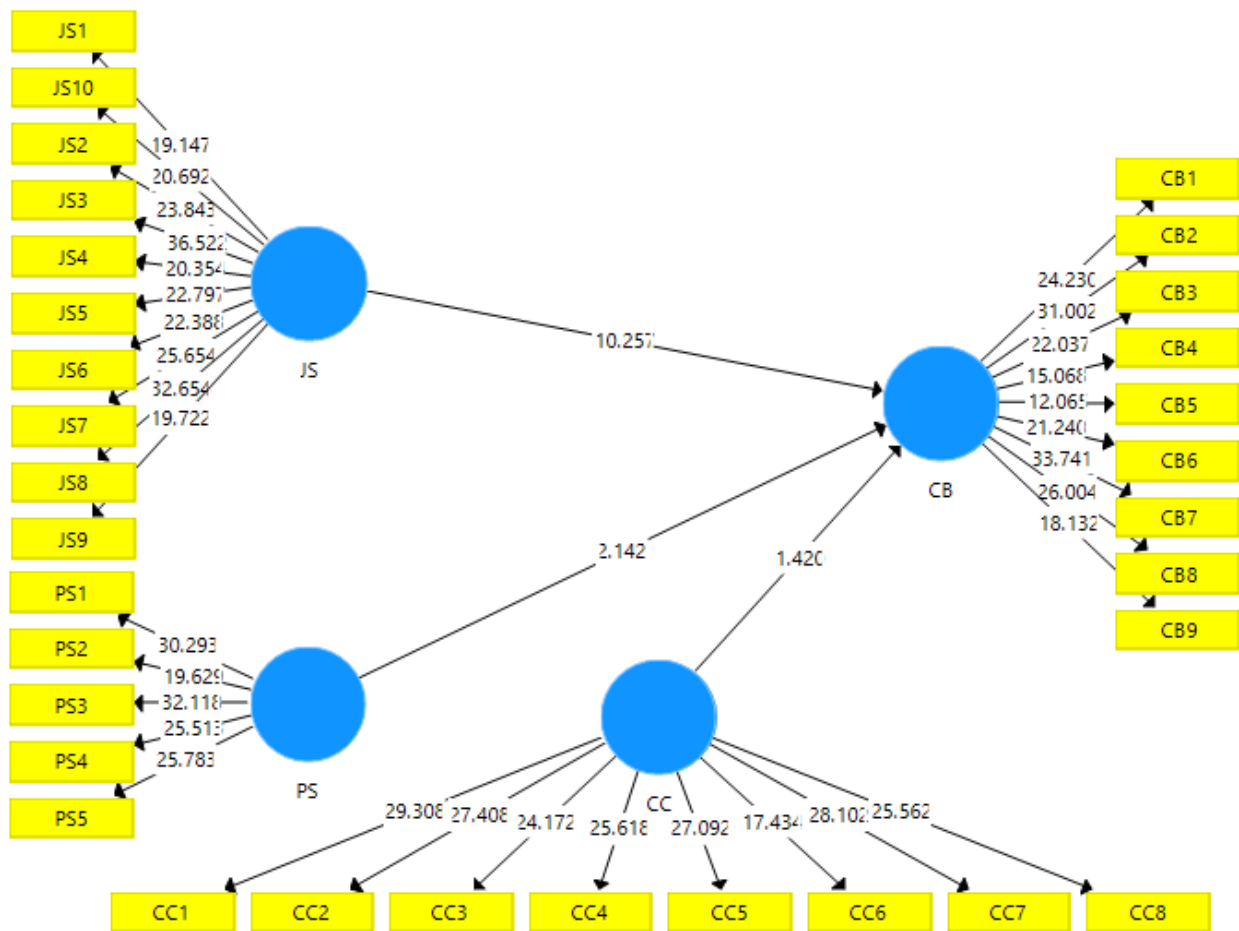

Figure 2 Structural Model

Hypothesis Testing

In PLS-SEM, we are a bootstrapping mechanism to evaluate the path coefficient. Therefore, this paper used this criterion to test the hypotheses in this study, as shown in figure 3. The study hypothesized that H1. There is a significant relationship between public service motivation and organizational citizenship behavior H2. There is a significant relationship between Job satisfaction and organizational citizenship behavior H3. There is a significant relationship between Continuance commitment and organizational citizenship behavior. The PLS-SEM bootstrapping results confirmed a significant positive relationship between PSM and OCB ($ß = 0.06$, $t = 2.14$, p

< 0.02), it also confirmed significant positive relationship JS and OCB (ß = 0.06, t = 10.26, p < 0.000). In the same vein, a positive relationship was said to exist between CC and OCB, as contained in Table 5. (ß = 0.08, t = 1.42, p < 0.07).

Table 5: Summary of Findings and Hypothesis Testing

Hypotheses	Construct	Beta	Standard Error	T Statistics	P-value	Decision
H1	PSM -> OCB	0.13	0.06	2.14	0.02	Supported
H2	JS ->OCB	0.63	0.06	10.26	0.00	Supported
H3	CC-> OCB	0.11	0.08	1.42	0.07	Supported

DISCUSSION

This paper investigated the relationship between public service motivation, jab satisfaction, continuance commitment, and workers' organizational citizenship behavior in the public sector in Nigeria. SPSS software version 23 was employed to analyze the demographic data of the respondent. The PLS-SEM result discovered empirical evidence of a significant positive relationship between the latent variables. Specifically, H1.PSM is positively related to OCB. This finding is similar to that of (Koumanta, 2015; Kim, 2010). This signifies that employees who possess high PSM always exhibit or participate in behaviors that aid in attaining organizational goals.

With regard to hypothesis two H2, the empirical result confirmed that a significant positive relationship exists between job satisfaction and organizational citizenship behavior (J.S. and OCB). The product concurred with past studies' findings on the relationship between the constructs (Hemakumara, Khatibi, & Johar, 2018; Günay, 2018; Mohamed, 2016). This indicated that whenever workers are satisfied with them, they will be motivated to participate in other actions to boost their colleagues' morale. In another development, empirical results were disclosed that a positive relationship occurred between continuance commitment and organizational citizenship behavior (CC and OCB). The finding agrees with that of (Asiedu et al., 2014; Mohammad et al., 2010). Therefore, the more workers are ready to stay in an organization, the more they will participate in beneficial behaviors to the organization.

CONCLUSION

The study examined the relationship between the three-independent variable (PSM, J.S., and CC) and one dependent variable (OCB) with particular reference to Nigeria's public sector employees. 201 valid responses were obtained from 250 questionnaires distributed. Smart PLS-SEM was applied to analyze data, and the result confirmed that a strong positive relationship exists between all the three hypotheses statements. The findings were also confirmed with previous researches (Cun, 2012; Hemakumara, Khatibi, & Johar, 2018; Kim, 2006; Koumenta, 2015; Liu et al., 2008). Based on this, it can be concluded that public service motivation, job satisfaction, and continuance commitment can serve as predictors of organizational citizenship behavior. Therefore, this study's

findings can help policymakers and administrators in public and private sector organizations understand the type of workers needed in their organizations. The result has also shed more light on the relevance of providing satisfying needs to employees in the organizations. More so, it has expanded the horizon of the public service motivation theory while extending the literature of the target variables (organizational citizenship behavior, public service motivation, job satisfaction, and continuance commitment). Based on the above findings, the paper recommends that further studies consider treating affective affirmation as a mediating variable between the four constructs (organizational citizenship behavior, public service motivation, job satisfaction, and continuance commitment). Inclusion of a moderating variable is also recommended, as more information may be obtained regarding these variables.

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