

Public service motivation and job satisfaction as predictors of organizational citizenship behaviour

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Public service motivation and job satisfaction as predictors of organizational citizenship behaviour

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Abstract. This study aims to analyze the relationship of variables of public service motivation, job satisfaction and Organizational Citizenship Behaviour. Inferential statistics using simultaneous equation model is used to test the hypothesis. Samples as many as 51 people were taken randomly from a population of 71 people. The results show that in public service motivation and job satisfaction (both simultaneously and partially) have a positive and significant impact on Organizational Citizenship Behaviour.

1. Introduction

The rational choice theory states that people work because of the hope of maximizing personal interests. This theory fails to explain the phenomenon because of the presence of pro social behavior theory of public sectors [1]. Pro social behavior theory claims that behavior is based on the choices of intrinsic and extrinsic rewards among government employees [2].

Pro-social behavior is another term of Organizational Citizenship Behavior (OCB) or Extra-Role Behavior that is formatted off the side of the division or work specification [3]. On the other hand, OCB is an alternative explanation of the hypothesis of 'performance-based satisfaction' [4]. Moreover, the emergence of the Public Service Motivation (PSM) theory adds a treasury of behavioral motives. Therefore, the negative stigma to public service especially in a case of public service management in Indonesia can be answered through many approaches of attitude and behavior [5].

The scope of the theory of public service motivation is broader than rational choice theory. In this case, PSM is based on the idea that individuals are 'motivated by many urges or trends' [5]. Therefore, it is important to develop more measurement scales to reflect more measurable conceptual assessments.

2. Methods

The data were collected from 51 civil servants of Agriculture Department, Surabaya City. The research instrument is valid if the value of Meyer Olkin Measure of sampling Adequase (KMO MSA) is greater than 0.5 and the loading factor is 0.5-0.6. Based on the result of validity test on the variables of PSM, the value of KMO MSA is 0.635 and the matrix component indicator is greater than 0.6. The result of validity test on the variables of Job Satisfaction (Y1) shows that the value of KMO MSA is 0.672 and the matrix component indicator is greater than 0.6. The result of validity test on the variables of Organizational Citizenship Behavior variable (Y2) shows that the value of KMO MSA is 0.647 and the matrix component indicator is greater than 0.6. Therefore, it can be concluded that the research instruments are valid. Based on the results of reliability test, the research instruments used in this study



are stated reliable because the Alfa Cronbach's test results is 0.653 (greater than 0.50). Based on the conceptual framework that has been described, the model developed in this study can be classified into simultaneous equations model.

$$\begin{aligned}JS &= a_0 + a_1 \text{ PSM} & (1) \\OCB &= b_0 + b_1 \text{ PSM} & (2) \\OCB &= c_0 + c_1 \text{ JS} & (3) \\OCB &= d_0 + d_1 \text{ PSM} + d_2 \text{ JS} & (4)\end{aligned}$$

Multiple linear regression analysis with two-stage OLS is used to analyze the coefficient of the equation.

3. Results and discussion

3.1. The effect of Public Service Motivation (PSM) on Job Satisfaction (JS)

The result of statistical test shows that the use of linear regression equation model is statistically correct because the value of determination coefficient is 0.43 (greater than 0.3) for likert scale data. Thus, this model is appropriate as an analytical model. The regression coefficient is positive in which the result of T test is 2.31 with a margin of error 2.2%. PSM has a significant effect on JS. The results of this study support researches found that PSM positively correlates with work attitudes and behaviours [6-8].

3.2. The effect of Public Service Motivation (PSM) on Organizational Citizenship Behaviour (OCB)

The determination coefficient in model equation 2 is 0.47 (greater than 0.3), meaning that this model is statistically appropriate as the model of analysis. The results of coefficient regression calculation are positive. The result of statistical test shows that the result of T test is 2.29 with margin of error 2.2%. Thus, PSM has significant effect on OCB. The results of this study are in accordance with the studies which have proved that there is a significant relationship between the PSM with OCB [9-10]. The results of this study also corroborate the research which also show that PSM has significant effect on OCB [11-13].

3.3. The effect of Job Satisfaction (JS) on Organizational Citizenship Behaviour (OCB)

The results of calculations indicate that the regression coefficient JS is positive and significant (the result of T-test is 3.01 with margin of error 0.07%). The results of this study support the previous study found that JS positively affects the OCB [14-17]. However, this study does not support previous research which proves contrary result. They found that JS has no significant effect on OCB [6,18].

3.4. The effect of Public Service Motivation (PSM) and Job Satisfaction on Organizational Citizenship Behaviour (OCB)

The regression equation model used to analyze the relationship between the effect of PSM and JS on OCB is a model of equation that is appropriate as a model of analysis. The calculation results show that the value of determination coefficient is 0.46 (greater than 0.3). Hence, the variation of PSM and JS can explain the variation of OCB. F test result is 6.589 with margin of error 0.3%. This means that PSM and JS simultaneously have a positive and significant effect on OCB. PSM partially has a positive and significant effect to OCB (T-test result is 3.03 with margin of error 0.4%). JS also positively and significantly effects OCB (T-test result is 3.03 with margin of error 0,28%). The results of this study reinforce the previous researches which proves that JS significantly affects OCB [9-17].

4. Conclusion

Public service motivation and job satisfaction have a positive and significant effect on Organizational Citizenship Behaviour simultaneously. Public service motivation has a positive and significant effect on Organizational Citizenship Behaviour partially. Job satisfaction has a positive and significant effect on Organizational Citizenship Behaviour partially.

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