

The relationship among public service motivation, Civic-organizational behavior (obc), and service quality

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(Received: 13 September, 2014; Revised: 5 April, 2015; Accepted: 3 May, 2015)

Abstract

As one of the motivational theories which define both values and attitudes beyond personal as well as organizational benefits, Public Service Motivation (PSM) model aims to underscore the appreciation of individuals with regard to public interests. If PSM pattern being optional is synchronized with civic-organizational behavior, its effectiveness is manifested in improving service quality. The current study aims to investigate PSM model and civic-organizational behavior with respect to service quality. In addition, the background theoretical literature and the research hypotheses are scrutinized. The participants of the study consist of 306 employees of the Republic of Tajikistan's ministry and 384 customers of Tajikistan's governmental organizations who were selected with stratified-random sampling method. In order to analyze the data after the questionnaires' distribution phase, SPSS 18 software was run at two levels of descriptive and inferential statistics. The descriptive approach of correlation Parametric Regression of multi-variables was utilized in this study. The results of the current research indicate that there is a significant relationship between PSM pattern and civic-organizational behavior with respect to service quality. Hence, providing sufficient services through hiring highly-motivated employees for public services significantly increases public trust with regard to the government as the source of providing high-quality services.

Keywords

Civic-organizational behavior, Governmental organization, Public service motivation (PSM), Service quality.

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Introduction

Real motivation for providing well-grounded service with regard to public organizations remains an important issue in the history of governmental management. There is a general belief that public managers and employees are sufficiently motivated by the feeling that they are providing service to the public. Such a feeling does not necessarily exist in private sectors. Concern for their society and the tendency to provide service applying to public interests seem to motivate employees in governmental organizations; hence, they prioritize intrinsic motivation rather than extrinsic motivation (Crewson, 1997, p.514).

Examining the differences between the managers' and employees' incentives of private and public sectors, Rainey (1997) concluded that managers and employees of the public sector show much more interest and tendency with respect to ideological devotional goals and activities (cited in Rainey, 1982, p.295). Mainly introduced by Perry and Wise (1990), the concept of Public Service Motivation (PSM) is used to describe such a difference between the employees in both public and private sectors.

Likewise, Pandey *et al.* (2007) found that employees possessing PSM are more likely to be better corporate citizens and to pay more attention to their colleagues; therefore, they provide more assistance for their partners to accomplish a variety of duties. Kim (2005) also demonstrated that positive civic-organizational behavior is directly related to organizational performance. Meanwhile, the organizational and managerial professionals have always been willing to keep those employees who are motivated and highly committed. Such an interest arises from empirical beliefs and evidence which underscore the possession of motivated and committed workforce (Meyer *et al.*, 2004). One such benefit is service improvement, meaning that having high levels of abilities leads to more competent behaviors for better quality performance and productivity (Babaei *et al.*, 2015, p.19); thus, the investigation of both managers' and employees' motivation, particularly in the public sector, is considered as prominent in having

proper civil behavior and its relation to the quality of service. Using Perry's model, the present study aims to investigate the PSM level of the employees working in Tajikistan's governmental organizations and its relationship with civic-organizational behavior with respect to service quality.

Public Service Motivation (PSM)

Since many attempts for improving the performance of public organizations partially depend upon the capability of successful motivational enhancement of managers and employees in the public sector, it is vital for the public sector to redefine motivation and unique motivational principles with regard to the public sector (Houston, 2000). Brewder, Selden and Facer (1998) believe that a motivational force may give an individual a significant workforce to provide service for his or her own society (Brewer & Selden, 1998, p.417). The essence of the PSM concept is introduced by Petrovsky (2009, p.3) in that a type of motivation is regarded as innate which illustrates intrinsic motivation for activating individuals. Nonetheless, extrinsic motivation emphasizes the extrinsic incentives from the outside world such as material rewards.

Perry and Wise (1990, p.367) defined PSM as an answer to basic motivations throughout public institutions and organizations in terms of an individual's viewpoint. Although money is considered as an incentive for some people to choose a specific job or as motivation for advancement in their line of work, the two scholars argue that excitement and participation in public policies as well as the opportunity in providing service are greater goals. They held that individuals who respond to PSM incentives enjoy some kind of force driving them to provide a higher level of public service. Besides, PSM is generally understood as the willingness of employees in terms of public interests, and government agencies have such a characteristic (Petrovsky, 2009, p.3). Rainey and Steinbauer defined PSM as an altruistic motive for inclining to serve the interests of a community comprising of people, state or nation (Rainey, 1982, p.288).

The basic concept of PSM is that doing a job leading to increased

public interest which is useful for and beneficial to others is regarded as self-motivation for government employees. Most of the research in this respect has been carried out by Perry and Wise (1990, p.370). They considered PSM as an individual's tendency for responding to incentives which basically and mainly exist in public institutions and organizations. Accordingly, Perry (1996) has theorized PSM within the framework of a four-component model. These components are: attraction to public policy-making, commitment to public interest, compassion, and self-sacrifice.

Organizational Citizenship Behavior (OCB)

For more than 60 years, researchers in organizational behavior have underscored the important roles of cooperative, non-functional, and altruistic behaviors in improving organizational effectiveness (Raub, 2008, p.179). Therefore, Bateman and Organ in 1983 pointed to the concept of organizational citizenship behavior as one such behavior (Kim, 2006). Organ defined it as individual behaviors which are voluntary and conscious and which are not directly detected by organizational reward systems and organizational performance systems; however, they enjoy a very significant impact on organizational effectiveness. Being optional and voluntary means that such behaviors are not part of the basic requirements of employees' job descriptions and principles (Kernodle, 2007). It also extends citizenship behavior to social interactions between customers and employees, the former as product and the latter as component for establishing quality services. Thus, from this perspective, the employees who manifest more OCB to other employees or other organizations meet the needs of their own customers better and are more active. Such an issue is reflected in evaluating the quality of customer service. (Organ & Rya, 1995).

Service Quality in the Public Sector

Today, the improvement of service quality in the public sector is of utmost importance in comparison to other economical sectors. Since

governmental organizations try to provide sufficient services, such a level of importance is even more vivid (Alvani & Riahi, 2003, p. 43). The quality is a set of features of the product or service which is capable of complying with the explicit or implicit needs (Enayati *et al.*, 2013, p.100). The delivery of high service quality contributes to consumer satisfaction (Azizi *et al.*, 2014, p.126). Quality has many meanings and definitions such as 'achieving the predetermined standards', 'response to customers' expectations', and so forth.

Myriads of studies have been carried out on the definitions, models, and variables of service quality. Nevertheless, one of the most famous models is service quality gaps model and SERVQUAL instrument (Parasuraman, 1985, p.49). The assessment of service quality in SERVQUAL model is based on a true understanding of customers and the provided quality of services and is compared to the ideal situation (Anvariostami, 2004). Doming believed that the survival of an organization in this transient world is the attraction of customers. Moreover, within the framework of governmental management, providing sufficient service to the public (i.e., public services customers) with high quality and an acceptable level and also providing response to users of services (i.e., civilians) have been emphasized (Amini & Farjam, 2008, p. 170). In order to attract individuals' trust and to increase the social capital, governments tend to provide well-established services to meet people's and civilians' satisfaction. As a result, within the new public management, governments are faced with the question of how services can be faster, better, and more cost-effective with higher quality (Alvani & Riahi, 2003, p.43). To sum up, governmental agencies must be the true servants of people not a burden on their shoulders (Kazemi, 1997, p.11). It seems that the existence or the strengthening of PSM for government employees may enhance service quality.

Public Service Motivation, Organizational Citizenship Behavior, and Service Quality

One of the most prominent issues in organizational service-providers is the level of employees' motivation in that they do their job properly

in a way that customers' expectations are met accordingly and the services are provided with high quality. This will enable organizations to retain existing customers and to attract new customers (Nyhan & Marlowe, 1993, p.294). PSM can be a driving force for providing better service. Furthermore, Pandey *et al.* (2007) found that employees enjoying a high level of PSM are better organizational civilians, pay more attention to their colleagues, and assist their partners in a variety of tasks. Organizational citizenship behavior includes positive behaviors such as willingness to help fellow employees, tendency to be involved in immediate work, sociability, trustworthiness, and integrity beyond the expected principles (Pandey *et al.*, 2007).

Also, the results of Kim's (2005, p.258) study indicated that PSM led to the behaviors associated with positive organizational citizenship behaviors. In addition, Kim concluded that positive organizational citizenship behaviors have a significant relationship with organizational performance. He evaluated 2000 public sector employees in the Republic of Korea and, within the same line as Brewer *et al.*'s study, he concluded that although PSM has a weaker effect on the quality of providing services in comparison to other individual factors such as organizational commitment and job satisfaction, it enjoys a positive and significant relationship with organizational performance (Kim, 2005, p.245; Kim, 2006, p.722). Hence, PSM leads to positive organizational citizenship behavior which ultimately affects the well-grounded performance of organizations.

Many studies have shown that participatory behaviors such as organizational citizenship behavior directly influence organizational service quality consequences such as smoother organizational communication, improvement of organizational planning, as well as the enhancement of the cooperation between individuals and organizations in creating a supportive environment (Podsakoff *et al.*, 2006, p.513). PSM and service quality are both significant in that government employees work harder for the organization voluntarily and without any special expectations in order to increase the quantity and quality of their job performance (Kim, 2006). This issue

underscores the generalizability of such findings to people from all walks of life. Particularly, government employees provide sufficient grounds for a better harmony for citizens through utilizing the driving force of intrinsic motivational methods such as PSM since the enhancement of such motivation leads to the fact that in order to become trustworthy, individuals should assist one another regarding a variety of tasks. Therefore, whenever such an important issue is formed as a public model for people from all walks of life, the enhancement of providing well-grounded and sufficient services are manifested. In the contemporary world, a renewed attention to ethics has become manifest (Sehhat *et al.*, 2015, p.545).

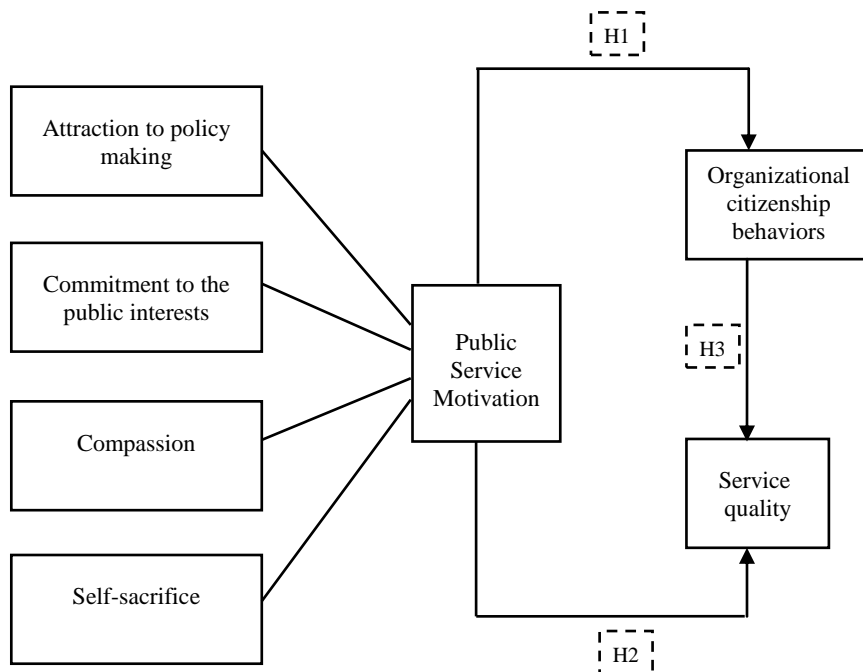


Fig. 1. Research conception model

Research hypothesis

The main hypothesis

H0: There is a significant relationship between PSM, citizenship behavior, and service quality in Tajikistan's governmental organizations.

Sub-hypotheses

H1: There is a significant relationship between employees' PSM in governmental organizations and organizational citizenship behavior.

H2: There is a significant relationship between the employees' PSM and service quality in Tajikistan's governmental organizations.

H3: There is a significant relationship between organizational citizenship behavior in governmental organizations and service quality.

Research Methodology

This research is applicable in terms of goal and is descriptive and correlational with regard to method. The data needed for the current study have been collected in two ways: library research and field study.

Participants and Instruments

A total of 1543 individuals participated in this study which includes all employees working in the ministries of Dushanbe in Tajikistan. Based on a stratified random sampling, the participants were selected and related questionnaires were distributed among them. Also, according to Krejcie and Morgan's Table, 306 individuals were selected through random stratified sampling and based on this table, due to the large number of customers, 384 clients were considered. The instrument utilized for the collection of field data collected in this study was a four-part questionnaire.

The first part of the questionnaire underscored the individuals' demographic information about gender, education, age, and work experience. The second part emphasized PSM. This questionnaire which was developed by Perry and Wise (1990) contains 24 questions in 4 dimensions based on 5-Likert scale (1= very strongly disagree to 5= very strongly agree). The third part of the questionnaire was accounted for service quality (SERVQUAL) designed by Parasuraman, A., Zeithaml, V. and Berry, L.L. (1998). The

SERVQUAL Scale of the questionnaire, in its original format includes 5 dimensions and 22 questions, half of whose components concerning the level of the consumers' expectations measure a specific type of service and the other half evaluates the understood level of service quality. The scores of service quality are measured in terms of customer perception and the expected level of customers from service and is also based on a 5-Likert scale (1= very strongly disagree to 5= very strongly agree) (Parasuraman *et al.*, 1988, p.15). The fourth part of the questionnaire was devoted to organizational citizenship behavior designed by Meyer, Bavelas, McKay. This questionnaire contains 12 questions in 4 dimensions with 5- Likert scale (1= very low to 5= very high) (Netemeye *et al.*, 1997). Although the validity and reliability of the questionnaires have been confirmed by their designers, this study also aims to investigate the reliability of the three questionnaires; thereby, the current research has found an acceptable level of reliability. In addition, the PSM questionnaire enjoyed alpha level of 0.76 as well as the quality of service and the citizenship behavior questionnaire obtained alpha level of 0.73 which all indicated acceptable levels of reliability.

Research findings

With reference to the years of service, the highest frequency among the respondents ranged between 6 and 10 years. Moreover, among the customer respondents 146 (38%) individuals were women, 238 (62%) subjects were male and the most frequent age (8.31%) were between 29 and 35 years old, respectively.

Using SPSS 18 statistical software, Pearson correlation statistic was utilized for investigating the independent variables and the dependent variable. Hence, the following results were obtained.

H0 (the main hypothesis): There is a significant relationship between PSM, citizenship behavior, and service quality in Tajikistan's governmental organizations.

First, the coefficient of determination and the adjusted coefficient of determination were analyzed. Stepwise multivariate regression analysis was used.

As shown in Table 1, item regression was computed to investigate the relationship between certain variables. Since the computed significance level is 0.000 and less than 0.5, with a 95% confidence level, the null hypothesis is rejected and the research hypothesis is confirmed. In other words, there is a regressional relationship between the variables of PSM and citizenship behavior with regard to service quality.

1. Standardized coefficient (Beta) has been shown to signify organizational citizenship behavior with the coefficient of 0.457 in comparison to PSM 0.389 which demonstrated a greater effect on the relationship between variables.
2. Since the significance level is fixed at 0.151 and is larger than 0.05, it can be removed from the calculation, and then the following regression formula can be written: $\hat{Y} = 0.507x_1 + 0.437x_2$.

Table 1. Results of correlation test relationship between PSM, organizational citizenship behavior & service quality

Model	R	The Coefficient of Determination	The Adjusted Coefficient of Determination	Standard Error of Estimation	
1	0.801	0.642	0.631	5.842	
ANOVA Statistic	The Sum of Squares	Degrees of Freedom	The Mean Square	Statistic F	The Significance Level
The Remaining Regression	4099.19 2286.867 6386.586	2 304 306	2049.589 34.132	60.056	0.000
Regression Coefficients	Non-Standardized Coefficients		Standardized Coefficients	t Statistic	The Significance Level
	B	Standard deviation	Beta		
The Constant					
Level of Service	6.140	4.228	-	1.4523.234	0.151
Motivation of Citizenship Behavior	0.437	0.135	0.389	3.796	0.002
	0.507	0.133	0.457		0.000

H1: There is a significant relationship between employees' PSM in governmental organizations and organizational citizenship behavior.

Firstly, the coefficient of determination and the adjusted coefficient

of determination are calculated. Hence, the regression statistic through ENTER method is used.

As can be seen in Table 2, within the analysis of variance the regression item indicates the relationship between the variables. Since the computed significance level is 0.000 and less than 0.5, with a 95% confidence level, the null hypothesis is rejected and the research hypothesis is confirmed. In other words, there is a regressional relationship between the variables of PSM and citizenship behavior with regard to service quality.

1. Standardized coefficient (Beta) has been shown to signify PSM with the coefficient of 0.794.
2. Since the significance level is fixed at 0.926 and is larger than 0.05, it can be removed from the calculation, and then the following regression formula can be written: $\hat{Y} = 0.804x_1$.

Table 2. Results of correlation test relationship between PSM & organizational citizenship behavior

Model	R	The Coefficient of Determination	The Adjusted Coefficient of Determination		Standard Error of Estimation
1	0.749	0.631	0.625		5.310
ANOVA Statistic	The Sum of Squares	Degrees of Freedom	The Mean Square	Statistic F	The Significance Level
Sum of Regression	3273.070	1	3273.070	116.071	0.000
Residual	1917.516	305	28.199		
Regression Coefficients	Non-Standardized Coefficients		Standardized Coefficients	t Statistic	The Significance Level
	B	Standard deviation	Beta		
The Constant	0.359	3.842	-	0.093	0.926
Level of Service	0.804	0.075	0.794	10.774	0.000

H2: There is a significant relationship between the employees' PSM and service quality in Tajikistan's governmental organizations.

Firstly, the coefficient of determination and the adjusted coefficient

of determination are calculated. Hence, the regression statistic through ENTER method is used.

As can be seen in Table 3, within the analysis of variance, the regression item indicates the relationship between the variables. Since the computed significance level is 0.000 and less than 0.5, with a 95% confidence level, the null hypothesis is rejected and the research hypothesis is confirmed. In other words, there is a regression relationship between the variables of PSM and service quality.

1. Standardized coefficient (Beta) has been shown to signify PSM with the coefficient of 0.752.
2. Since the significance level is fixed at 0.176 and is larger than 0.05, it can be removed from the calculation, and then the following regression formula can be written: $\hat{Y} = 0.844x_1$.

Table 3. Results of correlation test relationship between PSM & service quality

Model	R	The Coefficient of Determination	The Adjusted Coefficient of Determination	Standard Error of Estimation	
1	0.752	0.565	0.559	6.393	
ANOVA Statistic	The Sum of Squares	Degrees of Freedom	The Mean Square	Statistic F	The Significance Level
The sum of Remaining Regression	3607.786 2778.799 6386.586	1 305 306	3607.786 40.865	88.286	0.000
Regression Coefficients	Non-Standardized Coefficients		Standardized Coefficients	t Statistic	The Significance Level
	B	Standard deviation	Beta		
The Constant Level of Service Motivation	6.322 0.844	4.625 0.090	- 0.752	1.367 9.396	0.176 0.000

H3: There is a significant relationship between organizational citizenship behavior in governmental organizations and service quality.

Firstly, the coefficient of determination and the adjusted coefficient of determination are calculated. Hence, the regression statistic through ENTER method is use.

As can be seen in Table 4, within the analysis of variance the regression item indicates the relationship between the variables. Since the computed significance level is 0.000 and less than 0.5, with a 95% confidence level, the null hypothesis is rejected and the research hypothesis is confirmed. In other words, there is a regressional relationship between the variables of citizenship behavior and service quality.

1. Standardized coefficient (Beta) has been shown to signify citizenship behavior with the coefficient of 0.766.
2. Since the significance level is fixed at 0.000 and is less than 0.05, it cannot be removed from the calculation, and then the following regression formula can be written: $\hat{Y} = 0.0849x_1 + 14.213$.

Table 4. Results of correlation test relationship between organizational citizenship behavior & service quality

Model	R	The Coefficient of Determination	The Adjusted Coefficient of Determination	Standard Error of Estimation	
1	0.766	0.586	0.580	6.235	
ANOVA Statistic	The Sum of Squares	Degrees of Freedom	The Mean Square	Statistic F	The Significance Level
The sum of Remaining Regression	3742.701 2643.884 6386.586	1 305 306	3742.701 38.881	96.261	0.000
Regression Coefficients	Non-Standardized Coefficients		Standardized Coefficients	t Statistic	The Significance Level
	B	Standard deviation	Beta		
The Constant Level of Citizenship Behavior	14.213 0.849	3.642 0.087	- 0.766	3.903 9.811	0.000 0.000

Discussions

The present study aimed to investigate the relationship between PSM and organizational citizenship behavior in public organizations in Tajikistan with regard to the quality of service.

Generally, the studies with reference to governmental organizations underscore the implementation of accessible sampling due to the

limited availability of resources (Rainey, 2011) rather than sampling based on strong theoretical grounds.

The results demonstrated a significant relationship among the three variables. Also, the findings of the current research illustrated a significant relationship between PSM and organizational citizenship behavior.

Furthermore, the results of this study are in line with Pandey *et al.*'s (2007) and Sunaryo's (2013) study which underscored the fact that employees possessing PSM are more likely to be better corporate citizens and to pay more attention to their colleagues; hence, they provide more assistance for their partners to accomplish a variety of duties. Likewise, this study confirmed Kim's (2005) research in that PSM leads to positive civic-organizational behavior which is directly related to organizational performance (Kim, 2005, p. 258). In the same line of research, the present study confirmed the fact that such behavior brings about public interest (Andersen *et al.*, 2013; Brander & Andersen, 2013; Brewer, Ritz, & Vandenabeele, 2012; Christensen & Wright, 2011).

It can be inferred that the more an individual enjoys PSM, the more positive civic-organizational behavior is nurtured. This issue is not only confirmed in the West but also demonstrated throughout such countries like Tajikistan; therefore, its generalizability is inevitable. A steady enhancement of public service quality is considered as an indispensable need to create an atmosphere for exercising intrinsic job motivation in the public sector (Kaiser, 2012).

Besides, the current study demonstrated the fact that there is a significant relationship between PSM and service quality. Numerous studies have demonstrated that PSM is related to a job's behaviors, attitudes, as well as consequences. Through two levels of individual (Naff & Crum, 1999) and organizational (Kim, 2005) performance, PSM heralds a significant relationship among productivity improvements, improved management practices, accountability and trust in government, as well as ultra-organizational corporate attitudes such as forgiveness, serving the public, and political participation (Brewer & Selden, 2000).

The current study conducted in Tajikistan also found that the more one's motivation is for providing sufficient service, the higher service quality promotes in the organizations. Besides, the results of the current research showed a significant relationship between organizational citizenship behavior and service quality. Organizational citizenship behavior is regarded as one of the factors influencing the perceived quality service by customers (Rezaei *et al.*, 2012, p. 10).

Hence, many studies including the present one and Touré's (2005), Valzonihoff's (2000), Keviz' (2001), Castro *et al.*'s (2004), Yun and Su's (2003), Pearsy *et al.*'s (2006), Kornodel's (2007), Nyles and Julie's (2003), as well as Robb's (2008) confirmed the impact of organizational citizenship behavior on the quality of service. The employees who show organizational citizenship behavior for other employees or organizations are regarded as more active in meeting their customers' needs and wants. Such an issue is manifested in customers' evaluation of service quality (Organ & Ryan, 1995). Likewise, in this study, the researcher observed that there will be the possibility of improving the quality of public service organizations if organizational citizenship behavior is both underscored and enhanced.

Conclusions and Suggestions

Over the past decade, scholarly interest in PSM has grown remarkably (Bozema & Su, 2014). PSM has been increasingly considered and studied among researchers as well as professionals in management (Bright, 2007). However, most of the studies in the field have been conducted in Western societies (Liu *et al.*, 2008). This study examined the relationship between PSM and organizational citizenship behavior in public organizations in Tajikistan with regard to the quality of service. The results of the current research indicate that there is a significant relationship between PSM pattern and civic-organizational behavior with respect to service quality in Tajikistan's governmental organizations.

Also, due to scarce studies which have been carried out in the field and the cultural differences between western and Persian-speaking countries, the present study suggests that more research is needed for

proper appreciation of PSM in the governmental sector. On the other hand, regarding the unity and independence of Tajikistan's government within the past 20 years, appreciation and improvement of intrinsic motivation such as PSM can have a positive impact on its economy since, based on the current findings of this study, efficient civilian employees will influence the improvement of the quality in providing better public service. Such items pave the way for customers' satisfaction and national unity within Tajikistan which is regarded as a vital issue for its government.

With respect to the issue of PSM and its characteristics such as appropriate citizenship behavior and improvement in providing sufficient and well-grounded service, this study concluded that public sector managers should try to take into account public rather than individuals' interests through a community-oriented approach, endeavor in serving the public, compensating for public's backwardness, reducing the community's problems, promoting social justice, doing public affairs for individuals from all walks of life, accomplishing the duty of a citizen, increasing customer satisfaction, and so forth. Hence, the improvement of better service delivery through promoting the level of PSM, providing some guidelines for teaching PSM to employees, as well as encouraging employees to provide sufficient service to the public are all and all underscored. Furthermore, attracting more motivated, trained and encouraged employees to serve PSM is remarkable. Different organizations can play distinct roles in the development and framework of employees' PSM (Jacobson, 2011, p. 215). Public organizations should pay their utmost attention to the fact that PSM is able to cover a wider range of incentives and motivational factors with reference to employees and managers working in the public sector (Liu, 2009).

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