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The Effect of Organizational Citizenship Behaviour on Public Service Motivation: An Analytical Research in The Companies Registration Department at The Ministry of Trade

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Abstract:

This study aims to test the influence of organizational citizenship behaviour (OCB) as an independent variable on public service motivation (PSM) as a dependent variable within the Companies Registration Department, a subsidiary of the Ministry of Trade. Data collection encompassed responses from 140 participants, spanning departmental managers, section heads, unit leaders, and staff members, obtained through a comprehensive questionnaire. The ensuing data analysis employed a descriptive-analytical approach, incorporating various statistical methodologies, such as mean computation, standard deviation, simple linear regression, and others, facilitated by statistical software packages such as (SPSS). Contrary to initial expectations, the research results negate the hypotheses and indicate a statistically significant relationship between these variables, as organizational citizenship behaviour positively affects public service motivation.

Paper type: Research paper

Keywords: Organizational Citizenship Behaviour (OCB), Public Service Motivation (PSM), Commitment to The Public Interest Introduction.

Introduction :

In recent years, there has been a growing academic interest in the public sector and the examination of behavioral patterns exhibited by public sector employees in contrast to their private sector counterparts. Among the pivotal areas that have received considerable attention from researchers is the study of Public Service Motivation (PSM). PSM represents a relatively contemporary conceptual framework that emerged in the United States during the 1990s. It encompasses intrinsic and extrinsic motivations that drive individuals to engage in public sector roles to provide public services for the greater community. Undoubtedly, the human resource constitutes one of the most vital organizational assets. The effective management of human resources holds the key to advancing the entire organization, serving the interests of the organization itself, the public interest, and the well-being of its employees concurrently. This entails adeptly navigating diverse situations and circumstances, with each employee harnessing their distinct capabilities, capacities, and manifested behaviors, all of which ultimately determine their success or failure in managing various scenarios and interactions with colleagues and stakeholders. One of the recent behaviors that has garnered heightened scholarly attention is Organizational Citizenship Behaviour (OCB). OCB encompasses a range of unofficial roles undertaken by employees to augment organizational performance and achieve established objectives. These roles encompass benevolent actions directed towards fellow organizational members, propelled by a spirit of cooperation, a willingness to assist, and a dedication to altruistic conduct. The significance of these supplementary roles in the workplace environment is undeniable and parallels the importance of the officially defined roles outlined within job descriptions. They play an integral role in alleviating workplace pressures, cultivating a positive organizational ethos, and nurturing social relationships within the organizational fabric. These factors collectively contribute to creating an environment where employees experience a heightened sense of comfort and overall job satisfaction.

1.1 Literature review:

Many studies have been conducted on Organizational citizenship behaviour: Al-Kurwi (2016) studied the level of impression management and organizational citizenship behaviour in some colleges. Additionally, it sought to determine the nature of the relationship and influence between impression management and organizational citizenship behaviour. Results indicated that the colleges under investigation pay attention to impression management and that impression management plays a significant role in shaping organizational citizenship behaviour.

Al-Hudrawi (2020) focused on assessing the availability and dimensions of organizational citizenship behaviour. Furthermore, it sought to examine the impact of organizational citizenship behaviour among academic leaders on adopting educational service quality. Results revealed a significant favourable influence of organizational citizenship behaviour on adopting educational service quality.

Mishra et al. (2023) explored the impact of transformational leadership, job satisfaction, and emotional intelligence on adopting organizational citizenship behaviour among the individuals within the study's sample during the COVID-19 pandemic. Results revealed several noteworthy findings:

They indicated a direct and positive relationship between transformational leadership behaviours and organizational citizenship behaviour. Transformational leadership was also positively associated with job satisfaction. Notably, the study found that job satisfaction mediated the relationship between transformational leadership and organizational citizenship behaviour, indicating a positive indirect effect.

The study highlighted the role of emotional intelligence, suggesting that when combined with transformational leadership, it contributed significantly to enhancing the levels of organizational citizenship behaviour among individuals.

Okonkwo et al. (2023) focused on discerning the relationship between servant leadership and organizational citizenship behaviour, examining the association between servant leadership and the organizational climate for innovation, and exploring the mediating role of the organizational climate for innovation in the relationship between servant leadership and organizational citizenship Behaviour The results yielded several significant findings. Firstly, they indicated a substantial and positive correlation between servant leadership and organizational citizenship Behaviour Additionally, it underscored the importance of the organizational climate for innovation as a mediating factor in the relationship between servant leadership and organizational citizenship Behaviour Many studies have conducted public service motivation:

Iriarte (2021) described the relationship between transformational leadership and employee motivation within the context of a local government agency across various management levels. The results revealed that public service motivation increases among employees when they perceive their immediate supervisor as possessing the Behaviours and dimensions of transformational leadership.

Abane and Phinaitrup (2022) suggested that local government performance management practices can be predicted through the levels of public service motivation among its employees. The results revealed a significant association between public service motivation and increased performance management practices. Furthermore, the study highlighted that public service motivation is more strongly linked to rational than emotional motivations.

Chintaradeja and Yavaprabhas (2023) explored the motivating factors for public service among millennial (Gen Y) public officials working in the urban administration of Bangkok during the COVID-19 pandemic. The results indicated that millennial public officials in the urban management of Bangkok demonstrated high levels of motivation across all dimensions of public service motivation: compassion, self-sacrifice, attraction to public policy-making, and commitment to the public interest. Furthermore, qualitative analysis revealed additional motivating factors: well-being, job security, community benefit, honourable work, beloved job, aspirational job, parental socialization, career path, working hours, retirement planning, and work-life balance. These factors collectively serve as significant incentives for millennial public officials in the urban administration of Bangkok, highlighting the multifaceted nature of their motivation in the public sector.

Nkrumah and Back (2023) valued the impact of leader-member exchange and public service motivation on teachers' job satisfaction in Ghana's secondary schools. The results indicated a significant and positive influence of leader-member exchange and public service motivation on job satisfaction. This suggests that the quality of the leader-member relationship and the motivation towards public service have a substantial and essential effect on job satisfaction among teachers in Ghanaian secondary schools.

Studies linking organizational citizenship behaviour and public service motivation:

Baba (2020) examined the extent of the influence of public service motivation, job satisfaction, and continuous commitment on organizational citizenship behaviour. The results indicated a positive relationship between public service motivation, job satisfaction, continuous commitment, and organizational citizenship behaviour. Employees who possess a strong motivation for public service, experience job satisfaction, and exhibit continuous commitment are likelier to engage in organizational citizenship behaviours.

Srijani and Aisyah (2022) analyzed and established the influence of organizational culture, public service motivation, and risk aversion on new public management and organizational citizenship behaviour. The results indicated that organizational culture and risk aversion partially impact new public management. Additionally, both organizational culture and public service motivation were found to influence organizational citizenship behaviour.

The problem of this research revolves around the issue of public Iraqi organizations facing numerous problems, and their employees often exhibit low performance due to various factors, whether political, economic, social, or organizational. Among these organizations is the Companies Registration Department, like other public organizations, it suffers from various problems related to the quality of public services provided to citizens due to employees' lack of engagement in organizational citizenship Behaviours and a weak motivation to provide public services. Therefore, the researcher believes that it is necessary to study these aspects and understand the reality within the organization under investigation to benefit from the results in improving the state of public services within it. The research problem can be summarized by the following questions:

1. What is the level of availability of the dimensions of the variables (organizational citizenship Behaviour and public service motivation) in the organization?
2. -organizational citizenship Behaviour effect on public service motivation?
3. How can the dimensions of the variables be enhanced among the organization's employees under study?

The objectives of this research are as follows:

1. Test the influence of organizational citizenship Behaviour on public service motivation
2. Assessing the level of possession of organizational citizenship Behaviour and public service motivation among the employees of the organization under study.
3. Drawing attention to the necessity of public employees possessing the dimensions of organizational citizenship Behaviour and public service motivation, and how to provide the factors that enhance them to improve the level of public service provided to citizens.

2. Material and Methods:

After identifying the research problem to achieve its intended objectives, a descriptive-analytical approach was adopted in this study. A questionnaire containing the research variables was used to collect the required data, OCB was measured based on the scale developed by (Podsakoff et al., 1990), and PSM was measured based on the (Perry, 1996) scale. Based on this, scientific results were obtained that the researcher can rely on to study the current situation by observing and understanding its content. A precise and detailed description of these results was provided to answer the questions posed in the research.

2.1 Research Tools:

The researcher relied on the questionnaire as the primary tool for collecting data related to the practical aspect. A five-point Likert scale was used in this research, which is one of the most commonly used scales and methods in the fields of management and social sciences due to its accuracy and clarity.

2.2 Data Analysis Tools :

The current research utilized several statistical methods through ready-to-use software (SPSS-V28 and Excel) for testing. It aimed to test and measure research hypotheses and find descriptive and inferential statistical values, hypotheses, and statistical tools such as correlation coefficient simple linear regression.

2.3 The Hypothetical study Framework:

The researcher has developed an illustrative scheme of the researched idea shown in figure 1, as the research hypothesis scheme embodies the expected relationship between the dimensions of the research sample and the statement of solutions and goals, and based on the results of the review of the literature of organizational citizenship Behaviour and public service motivation, the scheme aims to include the main research variable and its sub-dimensions, as well as the possibility of measuring the impact of any of the research variables individually or collectively, and to clarify the idea of the scheme, its proposed variables and movement will be shown through the following form:

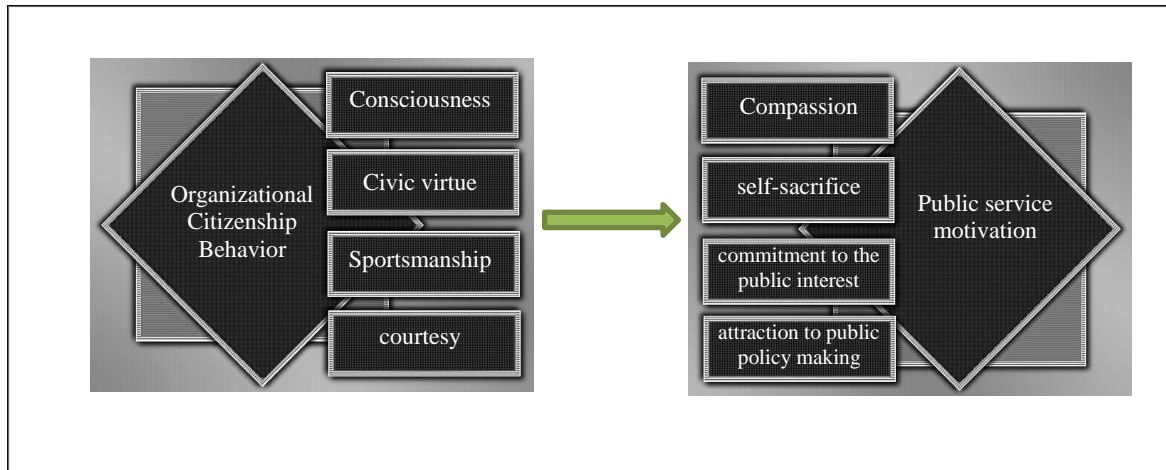


Figure 1: Hypothetical scheme of the research

Figure 1: Hypothetical scheme of the research

2.4 The Research Hypothesis:

The main hypothesis: Organizational citizenship Behaviour does not affect public service motivation at a statistically significant level, and the following secondary hypotheses emerge from it:

1. Consciousness of conscience does not affect public service motivation at a statistically significant level.
2. Civic virtue Behaviour does not affect public service motivation at a statistically significant level.
3. Sportsmanship does not affect public service motivation at a statistically significant level.
4. Courtesy does not affect public service motivation at a statistically significant level.

2.5 Organizational Citizenship Behaviour:

In the late 1970s, professor (Dennis Organ) described the concept by characterizing it as encompassing discretionary Behaviours, both cooperative and innovative, that are undertaken voluntarily by individuals beyond the scope of their formal job descriptions, the formal incentive systems do not explicitly govern these Behaviours or contractually mandated role obligations, nonetheless, when aggregated, they contribute to the effective operation of the organization (Sabbagh, 2020). OCB is an employee's discretionary, voluntary behaviour that goes beyond the formal role requirements outlined in the job description. It is not tied to the formal system of financial rewards, and the individual does not anticipate any monetary compensation for such Behaviour Furthermore, employees are not held accountable for failing to perform these discretionary actions. Instead, OCB is regarded as an exceptional role that positively impacts the organization's and its members' efficiency and effectiveness (Saeed & Abdul-Sattar, 2014). Traditionally, scholarly attention in organizational studies had been predominantly directed toward examining formal roles and job descriptions within the workplace. However, more recently, there has been a growing interest in investigating supplementary behaviours, often classified as informal, which have the potential to significantly influence the efficiency and effectiveness of organizations (Al-Azzawi & Youssef, 2016).

A comprehensive definition of OCB can be articulated as follows: OCB encompasses actions and behaviours conducted by employees that extend beyond their formal role requirements, undertaken to achieve specific benefits, either personal or organizational; it is essential to note that the performance of such behaviours is not exclusively driven by voluntariness; instead, employees may engage in them in response to managerial directives. Ultimately, these behaviours lead to the efficient and effective accomplishment of tasks within the organizational context. It is imperative to emphasize that OCB offers numerous advantages to organizations. These include, but are not limited to, heightened workforce and management efficiency, the unlocking of latent organizational resources for diverse purposes, a diminished need for unwarranted resource allocation, facilitation of task coordination both internally and externally, enhanced capacity to attract and retain proficient employees, and a marked improvement in organizational performance efficiency (Al-Taie & Al-Nuqar, 2012) The cultivation of OCB in employees necessitates the presence of several contributory factors. These factors include: (Al-Azzawi, 2009)

1. **Organizational Commitment:** Commitment to the organization plays a pivotal role in directing employee Behaviour toward the service of organizational objectives. Heightened organizational commitment is often correlated with a heightened willingness to subordinate personal interests for the greater good of the organization.
2. **Job Satisfaction:** Satisfied employees exhibit the morale and motivation necessary to engage in Organizational Citizenship Behaviours. Their contentment fosters a reciprocal relationship with the organization.
3. **Leadership Support:** The extent to which leaders support their subordinates by offering guidance, counsel, and demonstrating their value and significance greatly influences the likelihood of OCB.
4. **Organizational Support:** Organizational recognition of employees and alignment with their interests serve as a crucial underpinning for the manifestation of OCB.
5. **Organizational Justice:** The absence of justice and fairness within the organization can lead to tension and psychological strain, potentially hindering the emergence of OCB.

2.5.1 Organizational Citizenship Behaviour Dimensions:

2.5.1.1 Conscientiousness:

Personal appreciation goes beyond the job description and is related to the loyalty and interest that must be present in the employee to achieve positive interaction at work (Shrestha et al., 2020). The awareness of conscience can be observed in individuals who are focused on achieving accomplishments, demonstrate determination in performing their assigned tasks, and tend to commit to a specific goal or mission regardless of difficulties; they do not mind the presence of organizational policies; on the contrary, they see them as opportunities to be leveraged to fulfil their responsibilities effectively (Lochbaum, 2023).

2.5.1.2 Civic virtue:

It is a voluntary Behaviour represented by the desire of employees to actively participate in the organization and work to develop and continue it and maintain its good reputation so that it can remain competitive, as well as contribute to improving and developing work by submitting the necessary suggestions and recommendations as part of loyalty to the organization (Mohamed, 2019). Civic virtue encompasses voluntary, discretionary activities initiated by employees to uphold the organization's continuity. These activities may include reporting potential risks that could adversely affect the organization, such as security breaches or hazards, additionally, it encompasses seemingly minor Behaviours that have a substantial impact, such as ensuring the secure closure of doors after working hours to prevent theft of official documents or equipment, disconnecting electrical power to reduce fire hazards, maintaining cleanliness in the workplace, and focusing on personal development to enhance one's skills for improved performance and active participation in organizational activities, whether they are social, technical, or otherwise (Da'na, 2017).

2.5.1.3 Sportsmanship:

These are Behaviours that are represented by the desire to sacrifice personal interest for the benefit of the group, inspiring and encouraging colleagues to face difficult circumstances, as well as overcoming problems that occur within the group, optimism, tolerance, and not submitting unjustified complaints (Eslami & Taheri, 2022). This comportment embraces an individual's proclivity to grapple with the deleterious facets of the work environment by adopting a constructive attitude. Additionally, it signifies the individual's eagerness to discharge their responsibilities without objection and endeavor to amicably resolve disputes among colleagues due to interpersonal dynamics within the team, thus striving for harmonious resolutions. Confronting exigencies with equanimity and sagacity as a preventive measure against potential organizational detriments constitutes another facet of sportsmanship. These attributes collectively conserve positive energy within employees and channel it purposefully toward attaining organizational goals (Khalf, 2019).

2.5.1.4 Courtesy:

It shows kindness in words and actions and requires a person to have the courage to deal kindly with others, especially in an environment filled with resentment (Haslip, 2020). This conduct is inherently individualistic, oriented toward the avoidance of adversities and the resolution of workplace intricacies, notably those that impinge upon the well-being of colleagues; this behavioural paradigm is instrumental in proffering constructive recommendations, disseminating knowledge to appraise the operational protocols of the organization, and extending support to fellow employees (Laamouri & Abbassi, 2022).

2.6 The concept of public service motivation:

Public administration organizations, in general, face a barrage of criticisms and have witnessed a decline in public trust. This has necessitated the undertaking of substantial measures to rebuild trust and introduce reforms in public administration systems worldwide; consequently, researchers and scholars in the field of public administration have shifted their focus towards understanding the motivations of employees within the public sector, one of the seminal studies in this domain was conducted by (Knobe & Wright-Isak, 1982), through their research, they endeavoured to elucidate the factors driving individuals working in these organizations to invest effort and resources. The study identified three categories of motivations: emotional attachment, characterized by the human and emotional relationships among individuals and groups; rational choice, centred on achieving individual or collective benefits; and normative conformity, rooted in social values and ethical principles (Cragwall, 2021) (. Subsequently, the foundation of the public service motivation theory (Perry & Wise, 1990) marked a pivotal development in the study of motivations in the public sector; their theory categorizes motivations into three main dimensions: normative motivations, rational motivations, and affective motivations; it posits that the tasks of public administration are more likely to attract individuals who are inclined to serve the public interest over their interests and contribute to the betterment of society. Researchers have been keen on studying the motivations that drive individuals to work. Early studies in public administration aimed to elucidate the differences between the public and private sectors and understand the motivations of employees in both sectors. Perry and Wise, in their study titled 'The motivational bases of public service,' introduced the concept of "public service motivation" for the first time. Motivation is defined as the means through which an individual's desire to fulfil a specific need is described, and once that need is met, it is no longer an incentive (Gertsson et al., 2018). Public service motivation (PSM) can be defined as the individuals' desire to serve others, driven by both internal and external motivations, to provide public service and assist others, whether within or outside the organization.

2.6.1 Public Service Motivation Dimensions:

2.6.1.1 Compassion:

It is when a person seeks to understand the experiences, feelings and feelings of others, see things from their point of view, enter into the depths of their being and feel their feelings and the meanings that they experience while maintaining a certain distance that ensures non-interference in their affairs (Radwan, 218). Compassion in organizations refers to behaviours oriented toward caring for others and kindness that aims to serve others' interests without expecting organizational benefits, for example, accepting the feelings of others when they express concerns about work problems or incorporating feelings of tenderness and affection as part of the routine in workplace relationships when employees receive compassion and care, it results in positive feelings and affects work attitudes and negative behaviours, enhances employee well-being, commitment, and job satisfaction, it establishes a sense of belonging among employees by instilling feelings of appreciation, respect, and care (Eldor and Shoshani, 2016)

2.6.1.2 Self-Sacrifice:

It is the positive Behaviour exhibited by one person towards another resulting from personal affection for the other person, sympathy for them, recognition of their pain, consciously giving up something without pressure or advantage in order to make them happy and improve their relationship to strengthen her. Even if these things conflict with self-interest (Khariba and Al-Baqmi, 2015). Understanding what motivates employees to shoulder social responsibility and provide public services is crucial for public administration, some individuals have a strong desire to make personal sacrifices in exchange for serving the public interest, these individuals contribute to the public interest not only because they feel empathy for others but because they are committed to the public interest, self-sacrifice is considered the Behavioural foundation of public service motivation, often, they perceive that there will be adverse consequences on others' well-being if they do not volunteer for public service, they feel obligated to volunteer and make personal sacrifices to ensure the provision of public service, often, they see themselves playing a crucial role in providing public services that others are unwilling to provide, in line with their beliefs and positions regarding public service. It is worth noting that self-sacrifice is an emotional motivation (Heine et al., 2022).

2.6.1.3 Commitment to the Public Interest

Researchers have been interested in exploring the possibility that some individuals possess unique convictions that qualify them for public service. (Tulloch, 1976) argues that employees in the public sector are not entirely selfish but are instead partially selfish and partially concerned with the public interest. Commitment to the public interest is a normative motivation based on loyalty, a duty to serve society, and implies that public sector employees are expected to act in the best interest of the community; this entails a commitment to societal values such as justice, honesty, accountability, and social justice, while public sector employees are expected to promote the public interest, there are deterrents to this expectation. These may include poor leadership practices that do not encourage positive social motivation, a negative culture and work environment that stifles employee motivation and makes them feel that they are not serving the public interest, a lack of training, low wages, and corruption; these aspects need to be addressed to motivate employees to prioritize the public interest (Amegavi & Mensah, 2020).

2.6.1.4 Attraction to public policy making:

Public policies outline plans, rules, or regulations formulated after analysis, discussion, and alternative testing. Public policy serves as a pathway for action or inaction and relates to a specific issue. These policies are crafted by various government or legislative levels, including international, national, or local entities (Javed, 2020). Attraction to policy-making is a fundamental element in the motivation for public service since work is conducted in a political environment; it represents a unique incentive because it is specific to the public sector, differentiating it from other motivators found in the private sector, such as salaries or working hours. In a traditional bureaucracy, policy formulation and organizational management are typically the functions of managers. However, this dimension allows employees to participate in the public policy-making process, and it is one of the rational dimensions contributing to maximizing personal and collective benefits (Ritz, 2011).

2.7 The descriptive analysis of study variables:

Statistical methods, including variance, standard deviation, and mean, were employed to describe and analyze the variables within the study. The study encompasses two distinct variables: organizational citizenship behaviour and public service motivation, as delineated in Table 1.

Table 1: The results of descriptive analysis of variables (organizational citizenship behaviour and public service motivation)

No	Variable	Average	Standard deviation	Coefficient of variation	Importance of ranking
1	organizational citizenship behaviour	3.816	0.346	9.05%	1
2	public service motivation	3.191	0.32	10.02%	2

The data presented in the table above elucidate that the organizational citizenship behaviour variable reflects employees' commitment to the values and ethical standards inherent in their workplace within the organization. The calculated mean of 3.816 denotes a notably elevated prevalence of organizational citizenship behaviour among the sampled individuals within the study. Furthermore, the standard deviation of 0.346 underscores a relatively consistent consensus among individuals in assessing this variable, signifying a degree of homogeneity in responses. The notably low variance figure of 9.05% indicates a modest variability in responses about this variable, suggesting a general concurrence among individuals regarding organizational citizenship behaviour and their propensity to exhibit commitment toward it.

Conversely, the variable of public service motivation encapsulates individuals' intrinsic impetus to offer services and positively contribute to public service. The mean value of 3.191 suggests a moderate level of prevalence for public service motivation among the study's participants. Likewise, the standard deviation figure of 0.320 highlights a comparable consistency in the perspectives of individuals concerning this variable, implying a relative unanimity in their outlook on public service motivation. With a relatively low variance figure of 10.02%, there exists limited variability in responses concerning this variable, indicating a certain level of consensus regarding the concept of public service motivation.

2.8 Testing the study Hypothesis: Organizational Citizenship Behaviour Does Not Impact Public Service Motivation.

Table 2 generated using SPSS, displays the results relevant to testing the influence of organizational citizenship Behaviour on public service motivation. These results are as follows:

1. The impact of the independent variable, organizational citizenship behaviour, on the dependent variable, public service motivation, with a beta value (β) of 0.784, indicates the strength and direction of the relationship between organizational citizenship behaviour and public service motivation. The positive value suggests that an increase in organizational citizenship behaviour leads to an increase in public service motivation. The R-squared value (R^2) is 0.717, explaining that 71.7% of the variance in public service motivation can be attributed to organizational citizenship Behaviour

2. The impact of the independent variable, organizational citizenship Behaviour, on the attraction to public policy-making, where the beta value (β) of 0.833 indicates the strength and direction of the relationship between organizational citizenship Behaviour and the attraction to public policy-making. The positive value suggests that an increase in organizational citizenship Behaviour leads to an increase in the attraction to public policy-making. The R-squared value (R^2) stands at 0.317, signifying that 31.7% of the variance in the attraction to public policy-making can be explained by organizational citizenship Behaviour

3. The impact of the independent variable, organizational citizenship Behaviour, on commitment to the public interest, with a beta value (β) of 0.797, reflects the strength and direction of the relationship between organizational citizenship Behaviour and commitment to the public interest. The positive value indicates that an increase in organizational citizenship Behaviour leads to an increase in commitment to the public interest. The R-squared value (R^2) is 0.599, indicating that 59.9% of the variance in commitment to the public interest can be explained by organizational citizenship Behaviour

4. The impact of the independent variable, organizational citizenship Behaviour, on compassion, where the beta value (β) of 0.492 signifies the strength and direction of the relationship between organizational citizenship Behaviour and compassion. The positive value indicates that an increase in organizational citizenship Behaviour leads to an increase in compassion. The R-squared value (R^2) is 0.136, explaining that 13.6% of the variance in compassion can be attributed to organizational citizenship Behaviour

5. The impact of the independent variable, organizational citizenship Behaviour, on self-sacrifice, with a beta value (β) of 1.012, indicates the strength and direction of the relationship between organizational citizenship Behaviour and self-sacrifice. The positive value suggests that an increase in organizational citizenship Behaviour leads to an increase in self-sacrifice. The R-squared value (R^2) is 0.460, explaining that 46% of the variance in self-sacrifice can be attributed to organizational citizenship Behaviour

Based on the aforementioned results, the researcher rejects the main hypothesis (Organizational Citizenship Behaviour Does Not Impact Public Service Motivation) and accepts the alternative hypothesis (Organizational Citizenship Behaviour Impacts Public Service Motivation).

Analysis of the Impact of Organizational Citizenship Behaviour on Public Service Motivation and Its Dimensions.

Table 2: Analysis the effect of Organizational Citizenship Behaviour on Public Service Motivation and its dimensions

The independent variable	The dependent variable and its dimensions	α	β	t(β)	R ²	F	Sig.
Organizational Citizenship Behaviour	Public Service Motivation	0.198	0.784	16.61	0.717	275.84	0.00
	attraction to public policy-making	0.2	0.833	7.108	0.317	50.19	0.00
	commitment to the public interest	0.03	0.797	7.809	0.599	60.987	0.00
	Compassion	1.338	0.492	4.139	0.136	17.132	0.00
	self-sacrifice	-0.766	1.012	9.635	0.46	92.837	0.00

2.8.1 Hypothesis Testing for Sub-Hypothesis 1: Courtesy Does Not Influence Public Service Motivation.

Table 3 illustrates the obtained values from the SPSS program related to testing the influence of courtesy on public service motivation. These values are as follows:

1. The impact of courtesy on public service motivation, with a beta value (β) of 0.358, indicates the relationship between courtesy and public service motivation. The positive value suggests a positive relationship between courtesy and public service motivation, meaning that an increase in courtesy leads to an increase in public service motivation. The R-squared value (R²) of 0.425 demonstrates the extent to which courtesy explains the variance in self-sacrifice. Based on this value, it can be said that courtesy explains approximately 42.5% of the variance in public service motivation.
2. The impact of courtesy on attraction to attraction to public policy-making, where the beta value (β) of 0.324 shows the relationship between the independent variable (altruism) and the dependent variable (attraction to public policy-making). The positive β value indicates a positive relationship between courtesy and attraction to public policy-making, meaning that an increase in courtesy leads to an increase in attraction to public policy-making. The R-squared value (R²) of 0.137 demonstrates the extent to which courtesy explains the variance in attraction to public policy-making. In this case, it can be said that courtesy explains approximately 13.7% of the variance in attraction to public policy-making.
3. The impact of courtesy on commitment to the public interest, with a beta value (β) of 0.361, indicates the relationship between courtesy and commitment to the public interest. The positive value suggests a positive relationship between courtesy and commitment to the public interest, meaning that an increase in courtesy leads to an increase in commitment to the public interest. The R-squared value (R²) of 0.209 shows the extent to which courtesy explains the variance in commitment to the public interest. Based on this value, it can be said that courtesy explains approximately 20.9% of the variance in commitment to the public interest.
4. The impact of courtesy on compassion, where the beta value (β) of 0.262 demonstrates the relationship between courtesy and compassion. The positive value indicates a positive relationship between courtesy and compassion, meaning that an increase in courtesy leads to an increase in empathy. The R-squared value (R²) of 0.110 shows how much courtesy explains the variance in empathy. Based on this value, it can be said that courtesy explains approximately 11% of the variance in compassion.

5. The impact of courtesy on self-sacrifice, with a beta value (β) of 0.482, indicates the relationship between courtesy and self-sacrifice. The positive value suggests a positive relationship between courtesy and self-sacrifice, meaning that an increase in courtesy leads to an increase in self-sacrifice. The R-squared value (R^2) of 0.297 demonstrates the extent to which courtesy explains the variance in self-sacrifice. Based on this value, it can be said that courtesy explains approximately 29.7% of the variance in self-sacrifice.

Based on the above results, the researcher rejects Sub-Hypothesis 1 (Courtesy Does Not Influence Public Service Motivation) and accepts the alternative hypothesis (Courtesy Influences Public Service Motivation).

Table 3: Analysis the effect of Courtesy on Public Service Motivation and Its Dimensions.

The dimension of the independent variable	The dependent variable and its dimensions	α	β	t(β)	R^2	F	Sig.
Courtesy	public service motivation	1.834	0.358	8.975	0.425	80.554	0.00
	attraction to public policy-making	2.148	0.324	4.158	0.137	17.284	0.00
	commitment to the public interest	1.704	0.361	5.37	0.209	28.84	0.00
	Compassion	2.223	0.262	3.665	0.11	13.434	0.00
	self-sacrifice	1.268	0.482	6.792	0.297	46.128	0.00

2.8.2 Hypothesis Testing for Sub-Hypothesis 2: Sportsmanship Does Not Influence Public Service Motivation.

Table 4 presents the obtained values from the SPSS program concerning the testing of the influence of sportsmanship on public service motivation. These values are as follows:

1. The impact of sportsmanship on public service motivation, with a beta value (β) of 0.332, which is positive. This suggests a positive influence of sportsmanship on public service motivation. The coefficient of determination (R^2) is 0.307, indicating that sportsmanship explains approximately 30.7% of the variance in public service motivation.

2. The impact of sportsmanship on attraction to public policy-making, where the beta value (β) is 0.357, and it is positive. This indicates that an increase in sportsmanship leads to an increase in attraction to public policy-making. The coefficient of determination (R^2) is 0.139, which means that sportsmanship explains approximately 13.9% of the variance in attraction to public policy-making.

3. The impact of sportsmanship on commitment to the public interest, with a beta value (β) of 0.400, which is positive. This suggests that an increase in sportsmanship leads to an increase in commitment to the public interest. The coefficient of determination (R^2) is 0.217, meaning that sportsmanship explains approximately 21.7% of the variance in commitment to the public interest.

4. The impact of sportsmanship on compassion, where the beta value (β) is 0.141. However, this is not statistically significant, as the significance value is 0.086, which is greater than the significance level of 0.05. This indicates that there is no significant impact of sportsmanship on compassion. The coefficient of determination (R^2) is 0.027, which is a very low value for explaining the variance in compassion through sportsmanship.

5. The impact of sportsmanship on self-sacrifice, with a beta value (β) of 0.428, which is positive. This suggests a positive influence of sportsmanship on self-sacrifice. The coefficient of determination (R^2) is 0.198, indicating that sportsmanship explains approximately 19.8% of the variance in self-sacrifice.

Based on the above results, the researcher rejects Sub-Hypothesis 2 (Sportsmanship Does Not Influence Public Service Motivation) and accepts the alternative hypothesis (Sportsmanship Influences Public Service Motivation).

Table 4: Analysis the effect of Sportsmanship on Public Service Motivation and Its Dimensions

The dimension of the independent variable	The dependent variable and its dimensions	A	β	t(β)	R ²	F	Sig.
Sportsmanship	public service motivation	1.912	0.332	6.954	0.307	48.353	0.00
	attraction to public policy-making	2.002	0.357	4.202	0.139	17.66	0.00
	commitment to the public interest	1.53	0.4	5.49	0.217	30.145	0.00
	compassion	2.673	0.141	1.731	0.027	2.997	0.1
	self-sacrifice	1.444	0.428	5.181	0.198	26.845	0.00

2.8.3 Hypothesis Testing for Sub-Hypothesis 3: Consciousness Does Not Influence Public Service Motivation:

Table 5 presents the obtained values from the SPSS program concerning the testing of the influence of ethical awareness on public service motivation. These values are as follows:

1. The impact of consciousness on public service motivation, with a beta value (β) of 0.294, which is positive. This suggests a positive influence of consciousness on public service motivation. The coefficient of determination (R²) is 0.217, indicating that consciousness explains approximately 21.7% of the variance in public service motivation.
2. The impact of consciousness on attraction to public policy-making, where the beta value (β) is 0.326, which is positive. This indicates that an increase in consciousness leads to an increase in attraction to public policy-making. The coefficient of determination (R²) is 0.105, meaning that consciousness explains approximately 10.5% of the variance in attraction to public policy-making.
3. The impact of consciousness on commitment to the public interest, with a beta value (β) of 0.290, which is positive. This suggests that an increase in consciousness leads to an increase in commitment to the public interest. The coefficient of determination (R²) is 0.102, indicating that consciousness explains approximately 10.2% of the variance in commitment to the public interest.
4. The impact of consciousness on compassion, where the beta value (β) is 0.216, which is positive. This indicates a positive influence of consciousness on compassion. The coefficient of determination (R²) is 0.056, meaning that consciousness explains approximately 5.6% of the variance in compassion.
5. The impact of consciousness on self-sacrifice, with a beta value (β) of 0.341, which is positive. This suggests a positive influence of consciousness on self-sacrifice. The coefficient of determination (R²) is 0.112, indicating that consciousness explains approximately 11.2% of the variance in self-sacrifice.

Based on the above results, the researcher rejects Sub-Hypothesis 3 (Consciousness Does Not Influence Public Service Motivation) and accepts the alternative hypothesis (Consciousness Influences Public Service Motivation).

Table 5: Analysis the effect of Consciousness on Public Service Motivation and Its Dimensions

The dimension of the independent variable	The dependent variable and its dimensions	A	β	t(β)	R ²	F	Sig.
Consciousness	public service motivation	2.109	0.294	5.504	0.217	30.289	0.00
	attraction to public policy-making	2.178	0.326	3.572	0.105	12.759	0.00
	commitment to the public interest	2.008	0.29	3.518	0.102	12.374	0.00
	compassion	2.424	0.216	2.549	0.056	6.497	0.00
	self-sacrifice	1.843	0.341	3.716	0.112	13.809	0.00

2.8.4 Hypothesis Testing for Sub-Hypothesis 4: Civic Virtue Does Not Influence Public Service Motivation

Table 6 presents the obtained values from the SPSS program concerning the testing of the influence of civilized Behaviour on public service motivation. These values are as follows:

1. The impact of civic virtue on public service motivation, with a beta value (β) of 0.337, which is positive. This suggests a positive influence of civic virtue on public service motivation. The coefficient of determination (R²) is 0.271, indicating that civic virtue explains approximately 27.1% of the variance in public service motivation.
2. The impact of civic virtue on attraction to public policy-making, where the beta value (β) is 0.414, which is positive. This indicates that an increase in civic virtue leads to an increase in attraction to public policy-making. The coefficient of determination (R²) is 0.160, meaning that civic virtue explains approximately 16% of the variance in attraction to public policy-making.
3. The impact of civic virtue on commitment to the public interest, with a beta value (β) of 0.283, which is positive. This suggests that an increase in civic virtue leads to an increase in commitment to the public interest. The coefficient of determination (R²) is 0.093, indicating that civic virtue explains approximately 9.3% of the variance in commitment to the public interest.
4. The impact of civic virtue on compassion, where the beta value (β) is 0.207, which is positive. This indicates a positive influence of civic virtue on compassion. The coefficient of determination (R²) is 0.049, meaning that civic virtue explains approximately 4.9% of the variance in compassion.
5. The impact of civic virtue on self-sacrifice, with a beta value (β) of 0.447, which is positive. This suggests a positive influence of civic virtue on self-sacrifice. The coefficient of determination (R²) is 0.183, indicating that civic virtue explains approximately 18.3% of the variance in self-sacrifice.

Based on the above results, the researcher rejects Sub-Hypothesis 4 (Civic virtue Does Not Influence Public Service Motivation) and accepts the alternative hypothesis (Civic virtue Influences Public Service Motivation).

Table 6: Analysis the effect of Civic Virtue on Public Service Motivation and Its Dimensions

The dimension of the independent variable	The dependent variable and its dimensions	A	β	t(β)	R ²	F	Sig.
Civic virtue	public service motivation	1.864	0.337	6.36	0.271	40.445	0.00
	attraction to public policy-making	1.75	0.414	4.549	0.16	20.693	0.00
	commitment to the public interest	1.957	0.283	3.336	0.093	11.131	0.001
	Compassion	2.404	0.207	2.369	0.049	5.61	0.02
	self-sacrifice	1.337	0.447	4.945	0.183	24.455	0.00

The discussion of result

1. Organizational citizenship Behaviour reflects Behaviour that represents employees' commitment to ethical values and standards in the context of work within an organization. There is a high degree of organizational citizenship Behaviour among the sample, and they generally agree about organizational citizenship Behaviour and tend toward engaging in it.
2. Public service motivation expresses the internal motivation of individuals to provide public services. There is a moderate degree of public service motivation among the sample, and there is relative agreement regarding public service motivation.
3. Employees who possess organizational citizenship Behaviour tend to participate in public policy making out of their desire to achieve the public interest based on their sense of social responsibility and their willingness to sacrifice their personal interests in exchange for achieving the interest of society.
4. Employees are interested in providing public service to others, regardless of gains or circumstances, by sacrificing personal resources and searching for any opportunity to achieve the well-being of others.

4. Conclusions:

The researcher founded that there exists a positive effect of organizational citizenship Behaviour on public service motivation, whether assessed holistically or through the examination of its constituent dimensions (courtesy, conscientiousness, sportsmanship, and civic virtue). Also the employees adopt a pragmatic approach in addressing organizational challenges and issues, this pragmatic approach has yielded several advantages, including the avoidance of undue exaggeration of problems, the enhancement of operational efficiency and reliability, the facilitation of cooperative problem-solving with colleagues, and the cultivation of a spirit of teamwork, and they passed a heightened social awareness and an understanding of values that extend beyond the superficiality of physical presence in the workplace. The employees view the provision of public service within the organization as indicative of their dedication and profound commitment to discharging their duties to the utmost of their capabilities and demonstrate an affirmative and responsible disposition towards participating in the formulation of public policies within the organization and actively engaging in dialogues pertaining to public policies, affording them the opportunity to contribute their insights and perspectives to enhance the quality and efficacy of public policies.

Authors Declaration:

Conflicts of Interest: None

-We Hereby Confirm That All The Figures and Tables In The Manuscript Are Mine and Ours. Besides, The Figures and Images, Which are Not Mine, Have Been Permitted Republication and Attached to The Manuscript.

- Ethical Clearance: The Research Was Approved By The Local Ethical Committee in The University.

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تأثير سلوك المواطنة التنظيمية في دافعية الخدمة العامة: بحث تحليلي في دائرة تسجيل الشركات بوزارة التجارة

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مستخلص البحث:

تهدف هذه الدراسة إلى اختبار تأثير سلوك المواطنة التنظيمية (OCB) كمتغير مستقل على دافعية الخدمة العامة (PSM) كمتغير تابع ضمن دائرة تسجيل الشركات التابعة لوزارة التجارة. شمل جمع البيانات ردوداً من 140 مشاركاً، تشمل مدراء الأقسام ورؤساء الشعب ومسؤولي الوحدات والموظفين، وتم الحصول عليها من خلال استبيان شامل. استخدم تحليل البيانات اللاحق منهجاً وصفيًا تحليليًا، يتضمن منهجيات إحصائية مختلفة، مثل حساب المتوسط، والانحراف المعياري، والانحدار الخطي البسيط، وغيرها، والتي تم تسهيلها بواسطة حزم البرامج الإحصائية مثل (SPSS). وخلافاً للتوقعات الأولية فإن نتائج البحث تنفي الفرضيات وتشير إلى وجود علاقة ذات دلالة إحصائية بين هذه المتغيرات، إذ أن لسلوك المواطنة التنظيمية تأثيراً إيجابياً على الدافعية للخدمة العامة.

المصطلحات الرئيسية للبحث: سلوك المواطنة التنظيمية (OCB)، دافعية الخدمة العامة (PSM)، الالتزام بالمصلحة العامة