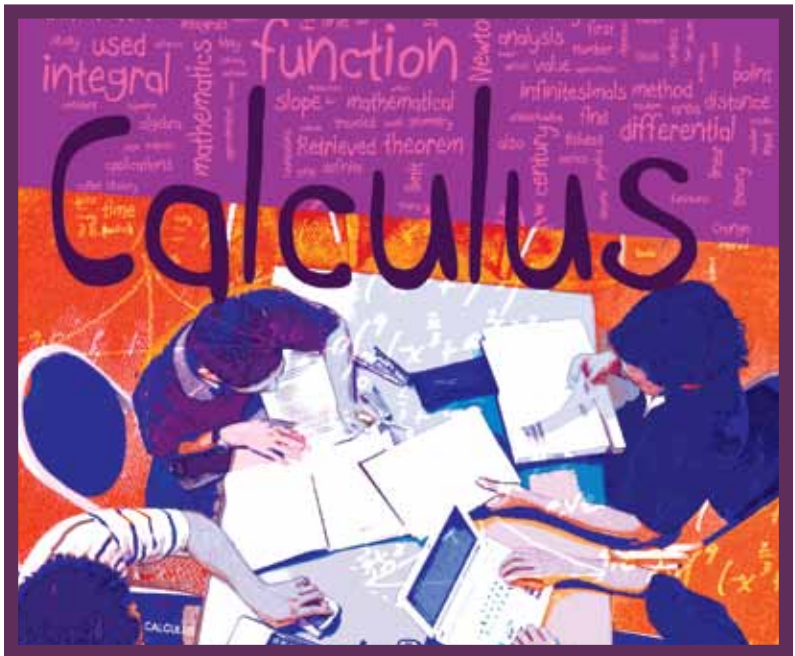


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INFLUENCE OF PUBLIC SERVICE MOTIVATION ON JOB SATISFACTION AND ORGANISATIONAL COMMITMENT OF QUANTITY SURVEYORS IN NIGERIAN PUBLIC SERVICE

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ABSTRACT

Public Service Motivation (PSM) has been reported to have significant influence on employees' work attitudes. The study samples the opinion of Quantity Surveyors (QS) in Nigeria Federal Ministries and Parastatals by adopting PSM construct questionnaire template used by previous researchers to investigate the impact of PSM on job satisfaction and organizational commitment amongst QS. The data were subjected to descriptive statistics and correlation analysis, to precipitate major variables that exhibit significant impact on job satisfaction, organisational commitment and PSM amongst QS working in Nigerian public sectors. The research revealed that QS in public service are more satisfied with their job when adequate recognition is given and opportunities for advancement are encouraged. The result of the correlation also showed that strong positive relationship existed between job satisfaction and public interest and also between organizational commitment and self sacrifice with the r-value of 89% and 92% respectfully. The research recommended that advancement opportunity in career progression and professional development such as in-house training should be encouraged to improve quality service delivery and that PSM should be seen as a vital instrument that could be employed to search for individuals who are best suited and ready to render selfless service for public work.

Keywords: *Job Satisfaction, Organisational Commitment, Public Service Motivation, Public Service, Quantity Surveyor*

INTRODUCTION

The interest of the teaming youths which may be considered as the set of people that will take over employment in government service after the retirement of the older generation has been on the declines over the years (Lewis & Frank, 2002; Moynihan & Pandey, 2007). Sequel to this development, Bright (2008) argued that many researchers are interested in examining the impact that Public Service Motivation (PSM) has on the job satisfaction and job commitment among government workers. He submitted further that many public organizations, as also being experienced in Nigeria, are mapping strategies to attract the next generation of employees in the wake of increasing retirements among older generation. It has become essential for human resources office of the government to overcome this awkward situation and find individuals who are best suited and interested in public sector work. Failure to accomplish this herculean task would increase the costs of low job satisfaction and high turnover intention. Perry and Wise (1990) suggested that PSM could serve as a vital instrument that could be employed to search for individuals who are best suited and ready to render selfless service for public work. Perry and Wise (1990) submitted further that individuals with high levels of PSM would exhibit significantly higher levels of job satisfaction, improved performance, and commitment in public organizations when employed than those with lower levels of PSM. Bright (2008) reiterated that, it would be worthwhile for recruiters to engage PSM as a tool and guide for recruiting, training, and socializing employees. He said this would entails identifying the characteristics of individuals with high levels of PSM and selecting these characteristics in job applicants. Though, shortcomings of PSM remained in its inability to establish strong relationship between the essential attitudes and behaviours of public employees where attitude to work is a reflection of cognitive evaluations and beliefs (Weiss, 2002). Employee's work attitude includes job satisfaction, job involvement, organizational commitment and career development. Therefore, Kreitner and Kinicki (2007) argued that the principles of job satisfaction and motivation are closely related to each other, and to an effective and productive workplace (Koys, 2001; Chen & Francesco, 2003, Tziner *et al.*, 2008; Mowday *et al.*, 1982; Mathieu & Zajac, 1990; Bono *et al.*, 2001; Greguras *et al.*, 2004). The importance of these two concepts was stressed in Loosemore *et al.* (2003) as essential to the improvement of the construction industry in which the study population

operates. Koys (2001), Chen and Francesco (2003) and Tziner *et al.*, (2008) asserted that the relative success of organizations has been tied to the two motivational constructs of work satisfaction and organizational commitment.

This research work aimed at examining the influence of public service motivation on job satisfaction and job commitment of quantity surveyors in Nigerian Public Service at the federal level and the specific objectives include; to investigate the impact of job satisfaction on Quantity Surveyors performance; the motivating factors that enhances organisational commitment, and to determine the variables of PSM that influence job satisfaction and job commitment. Of the many previous studies carried out on job satisfaction or performance of professionals operating within the construction industry and other various industries (Chileshe & Haupt, 2007; Bowen *et al.*, 2008; 2009), only a few were within the African context, as the majority of the research were focused on the developed countries. This research becomes necessary as there is no known research conducted in the Nigerian context and examining the PSM influence on job satisfaction of Quantity Surveyors in Nigerian Federal Ministries and Parastatals, as they are getting disillusioned due to inadequate recognition or increase professional encroachments being experienced within their organisation, coupled with resentment on the part of young professionals in taking up public service work.

This was established by Adebola (2006) who as an insider posited that “I also know from experience, especially in the public service, that most Quantity Surveyors are becoming despair about the manner in which Quantity Surveying is being excluded from the highway sector”. Infrastructure Concession Regulatory Commission (Establishment, etc.) Act 2005 and the Public Procurement Act 2007 have the Quantity Surveying profession totally being excluded as a player within the Acts. All of these caused the Quantity Surveyors to be disillusioned and when workers are not happy it might be difficult to offer their best. Patterson *et al.* (2004) reported that research in European countries and the U.S. suggests that individual job satisfaction could be a strong predictor of job performance and productivity. Thus, it becomes highly imperative to have an understanding of what variables lead to key increases in work satisfaction and organizational commitment and to empower employers to make workplace adjustments that would raise the motivation levels and ultimately the performance of their workers (Westover *et al.*, 2010).

CONCEPT OF JOB SATISFACTION

Job satisfaction is viewed as an attitude that relates to overall attitudes towards life, or life satisfaction (Tait *et al.*, 1989; Ilies *et al.*, 2009) as well as to service quality (Schneider & Bowen, 1985; Hartline & Ferrell, 1996). Duffy and Richard (2006) while carrying out their research across six major specialties among physicians opined that exploring the prediction of job satisfaction is extensive and stressed further that recently, theorists have proposed that job satisfaction may be equally affected by issues related to work and by personality characteristics.

Tovey and Adams (1999) reported that relevant dimensions of job satisfaction appear to be situational and depending on the particular characteristics of the work environment and on the period in which the studies took place.

Chileshe and Haupt (2007) and Bowen *et al.* (2008; 2009) classified previous research conducted on job satisfaction and on workers in general fall into the following categories: it was argued that it might be a prediction of psychological well being in terms of workers' health and job satisfaction (Clark, 1997; Loosemore *et al.*, 2003; Love & Edwards; 2005; Wright *et al.*, 2007). Work characteristics and characteristics of the work environment were evaluated by Irvine and Evans (1995). Ho (1997) submitted that job satisfaction is a measure of impact of corporate wellness on stress, satisfaction and absenteeism. Fletcher (2002) considered the linkages between organizational networking and cultural organizing in his research. Linkages between customer satisfaction and service workers perceived control was the focus of Yagil (2002). Many research have been conducted to examine the impact of age on job satisfaction (Rhodes, 1983; Luthans & Thomas, 1989; Holden & Black, 1996; Hickson & Oshagbemi, 1999; Oshagbemi, 2000; Eskildsen *et al.*, 2003; Okpara, 2004; Moyes *et al.*, 2006).

Barriers to empowerment were researched into by Greasley *et al.* (2005), Holt *et al.* (2005) and Freund and Carmeli, (2003) while investigating assessment of universal forms of work commitment through job satisfaction. Some studies were conducted to test the applicability of Herzberg's two-factor theory (Bassett-Jones & Lloyd, 2005; Ruthankoon & Ogunlana; 2003). Oshagbemi in one of his numerous research on job satisfaction investigated the relevance of job satisfaction and how it impacts the physical and mental well being of employees (Oshagbemi, 2000a). He went further to examine the linkages between the length of service in

employment and satisfaction in academia related organizations (Oshagbemi, 2000b). Leadership style influence on job satisfaction was studied by Rad and Yarmohammadian (2006); influence of job satisfaction was viewed from the angle of job security or insecurity by Yousef (1998) and Reisel *et al.* (2007), while disability and workplace characteristics were given prominence by Uppal (2005). The adverse effects of working conditions on job satisfaction was the focus of Bockerman and Ilmakunnas' (2006) research; size of business was viewed by Davis (2004); Sloane and Williams (2000) and Friday and Friday (2003). Friday *et al.* (2004) investigated the impact of socio- and racio-ethnic differences in perceptions of public service motivation. Job satisfaction among construction professionals was carried out by Bowen *et al.* (2007), Bowen (2008; 2009), Chileshe and Haupt (2007).

Not all the findings are conclusive, with contradictory findings being reported (Koustelios, 2001), such as Ostroff's (1992) argument that there exist a positive relationship between employee performance and job satisfaction and which have been serious subjects of discussions. Therefore more research are required to unfold events in every areas of human endeavors. Moynihan and Pandey (2007) submitted that in the area of work motivation it is expected that organizations would have the greatest influence over job satisfaction, less influence over employee's commitment, and the least influence over employee's involvement.

DETERMINANTS OF JOB SATISFACTION

According to Rue and Byars (2005), it was viewed that job satisfaction leads to an increased commitment to one's organization. Jernigan and Beggs (2010) concluded that more substantial attention has to be given to the relationship that exists between organizational commitment and job satisfaction that might generate useful findings in developing understanding of the links between satisfaction and management substitutes.

Aamodt (1999) posited that job satisfaction is affected by available opportunities for challenge and growth as well as by the opportunity to accept responsibilities. It was submitted by Larwood (1984); Luthans (1992); Robbins (1998); and Tziner and Latham (1989) that many employees prefer tasks that are mentally challenging which individual could successfully accomplish and offers satisfaction. They stressed further that employees enjoy jobs that provide them with opportunities to use their skills, wisdom

and abilities. Jobs that offer a variety of tasks, freedom, and feedback regarding performance are valued by most employees. Accordingly, Robbins (1998) argued that under conditions of moderate challenge, most employees would experience pleasure and satisfaction when granted the opportunities to use their initiatives and skills in accomplishing their tasks.

Therefore, work conditions was found to be the most influential on the job satisfaction and that public employees turnover intentions were more of intrinsic nonmonetary characteristics of their work. The characteristics include good social relationships with co-workers and supervisors, promotion opportunities, professional development opportunities, and participatory management strategies (Emmert & Taher, 1992; DeLeon & Taher, 1996; Kim, 2002; 2004; Ellickson, 2002; Wright & Davis, 2003; Borzaga & Tortia, 2006). There are also some literature that corroborated with the assertion that job satisfaction scores could explain employees' intentions to quit or actually had quit (Ward & Sloane, 2000; Clark, 2001; Shields & Price, 2002; García-Serrano, 2004; Kristensen & Westergård-Nielsen, 2004; Sousa-Poza & Henneberger, 2004; Delfgaauw, 2007; Lévy-Garboua et al., 2007).

Although some scholars reported that public employees do have acceptable levels of job satisfaction, burnout, among other things was found to be a major threat in public organizations. This is rooted in the submission of Naff and Crum (1999) and Kamdron (2005) that there is evidence that permanent status with respect to the nature of the appointment of employees is negatively related to the job satisfaction of public employees.

Ting's (1997) assertion that interpersonal relations are imperative to job satisfaction reiterated the report of Khojasteh (1993). Kim (2002) in his research carried out to examine the relationship between participative management and job satisfaction reported that more inclusive and participatory styles of management also foster increased job satisfaction. These earlier arguments were also buttressed by Ellickson (2002) who also found that the sense of esprit de corps as used by the military was the most influential predictor of job satisfaction in his sample of municipal employees, whereas Steijn (2004) opined in his research on human resource management and job satisfaction in the Dutch public sector that organizational climate was important in predicting job satisfaction. In another research carried by Cummings (2007) among IT workers indicated that working conditions/work environment, the corporate culture, job peers, and the challenge derived from the job itself are the top rated factors capable of influencing job satisfaction.

EFFECTS OF JOB SATISFACTION OR DISSATISFACTION

Voon, Hamili and Tangkau (2009) reported that previous job-satisfaction literature have revealed that employee satisfaction is closely related to employee loyalty and organizational performance. Brown and Peterson (1993) in their study carried out to investigate the antecedents and consequences of salesperson job satisfaction using meta-analysis and assessment of causal effects found that a positive correlation exist between work outcomes and employee satisfaction, and thus, concluded that there might not necessarily be a causal relationship between those constructs. Their findings were affirmed by the research undertaken by Whitman *et al.* (2010) which examined satisfaction, citizenship behaviors, and performance in work units using meta-analysis of collective construct, who submitted that there was insignificant correlation between job satisfaction and job performance

With respect to previous research findings reported (George, 1992; George & Jones, 2008; Ghazzawi, 2008b; Ghazzawi & Smith, 2009; Judge & Locke, 1993; Robbins & Judge, 2009; Rue & Byars, 2005), the consequences of job satisfaction includes: organizational commitment; organizational citizenship behavior (OCB), and employee well-being. However, the consequences of job dissatisfaction were also highlighted, which are: absenteeism; turnover intentions, and turnover (George, 1992; George & Jones, 2008; Ghazzawi, 2008b; Ghazzawi & Smith, 2009; Judge & Locke, 1993; Robbins & Judge, 2009). Mathieu and Zajac (1990) suggested that the higher performance, the greater satisfaction derived and the lower the turnover intention of workers. Therefore, low levels of organizational commitment might be dysfunctional not only to the organization but also to the individual, while high levels of organizational commitment might have positive effects on both the organization and the employee.

ORGANISATIONAL CULTURE AND COMMITMENT

Owusu (2004) in their research carried out in Ghana to study organizational culture and performance of public sector organizations, examined close to twenty public sector organizations. The research use qualitative approach by sampling opinions in gathering information to measure the relative performance of the organization culture and performance. The identified

factors of the study were classified into external and internal factors. The research revealed that task specificity and employee benefit packages were the important external factors that distinguished between good and poor performance.

Though, the research only take into cognisance four organizational learning, namely, 'dialogue and inquiry', 'team learning', 'empowerment' and 'leadership' which were measured against individual impact of each on organizational performance of workers from the financial and non-financial incentive angles. This study was similar to that of Watkins and Marsicks (2003), where seven components were employed to measure organizational learning, the measurement scales include dialogue and inquiry, continuous learning process, teamwork, provision of leadership, empowerment, system connections and embedded system which was categorized into team, individual and organization.

Allen and Meyer (1990) classified organizational commitment into three basic elements, namely the affective, continuance and normative components as the three dimensions of organizational commitment. He viewed affective commitment as an employee's emotional attachment to, identification with, and involvement in the organization. The continuance component refers to commitment based on the costs that the employee associates with leaving the organization. The normative component refers to the employee's feeling of obligation to remain with the organization.

Schwepker (2001) reported previous research in his study of ethical climate's relationship to job satisfaction, organizational commitment, and turnover intention in the salesforce and it was viewed that organizational commitment acts as a 'psychological bond' to the organization that inspires individuals to act in ways that are harmonious with the concerns of the organization. Zeinabadi (2010, p. 999) reported that "organizational commitment is the strength of an individual's identification and involvement in a particular organization as characterized by a strong belief in and acceptance of the organization's goals and values (value commitment) along with a readiness to exert considerable effort on behalf of the organization and to remain a member (commitment to stay)".

PUBLIC SERVICE MOTIVATION, JOB SATISFACTION AND JOB COMMITMENT

Many of the renowned theories of motivation such as; Adams, Herzberg, Maslow and so on were centered and elaborately used on private sector studies. Within the last decades many research interests towards public sector employees' motivation have been carried out, but little or none in the Nigerian context. Numerous research has been conducted to investigate the impact of public service motivation on employees' work motivations in North America and even in Asia, and it has been considered from different angles, to measure performance and commitment of workers and organizational outcomes, but little attention has been paid to the impact of public service motivation on professionals working in public sector who have the opportunity of crystallising their ambition within the private sectors.

Perry and Wise (1990) defined PSM as "an individual's predisposition to respond to motives grounded primarily or uniquely in public institutions and organizations." Several other authors have also given different definitions but with the same underlying principle of commitment to public service, self sacrifice and job compassions. Brewer and Selden (1998) built on the definition provided by Perry and Wise (1990) and submitted that PSM could be seen as "the motivational force that induces individuals to perform meaningful public service". Rainey and Steinbauer (1999) viewed it from another angle and defined PSM as "a general altruistic motivation to serve the interests of a community of people, a state, a nation or mankind". Vandenabeele *et al.* (2006) and Vandenabeele's (2007) definition of PSM was more encompassing as it was defined as "the belief, values and attitudes that go beyond self-interest or organizational interest, that concern the interest of a larger political entity and that induce, through public interaction, motivation for targeted action".

Houston (2006) asserted that the main issue all these definitions are addressing is that PSM believes that people in public service are typified by an ethic to serve the public interest with the ultimate desire of affecting the society at large. Some of the previous studies have ascribed positive workplace effects to higher levels of PSM, as witnessed in Perry and Wise (1990) who made three suggestions; that the greater the individual's public sector motivation, the higher the zeal for the individual to seek membership in a public organization; public sector motivation is positively related to performance in public organizations and that public organizations that

attract members with high levels of public sector motivation are likely to be less dependent on utilitarian incentives to manage individual performance effectively. These assertions were supported by Crewson (1997) who linked higher PSM to higher organizational commitment, and also to efficient job performance. Naff and Crum (1999) in their research carried out to study if there exist significant difference in PSM among American workers, found that higher PSM among federal workers correlate positively with job satisfaction and performance, as well as with the intention to remain in the job, and even with support for workplace reforms.

Perry (1996) initially suggested three main categories of PSM, which includes: rational motives; norm or standard based motives and affective motives. This type of PSM identifications gave rise to six motives which were compressed into four empirical components of the PSM construct as attraction to public policy making, compassion, commitment to the public interest, and self-sacrifice. Perry (1996; 2000) asserted subscales map directly to the motivational foundations. Creation of public policy through individual utility coincides with rational motives processes, attraction and commitment to public interest with custom or normative and compassion with affective motives. Perry and Wise (1990) added that these motives are viewed as psychological deficiencies or needs which could be satisfied by civil servants working in public sector.

Houston (2000) in a research conducted to investigate public-service motivation using multivariate test approach reported that PSM is in existence, and that public employees are more likely to place a higher premium on the fundamental reward of work that is essential and gives a more fulfilling sign of accomplishment. Lee (2005) in his research carried out in Korea chronicled that higher PSM do exist amongst civil servants which is positively related to higher level of performance and that there is a statistically significant difference between public and private employees in terms of PSM.

Brewer (2008) in a more recent research opined that when employees are given the opportunity, they are exposed to organizational socialization processes which are targeted at co-opting public values. Vandenabeele (2009) argued that PSM research has revealed that job satisfaction is a resultant effect of PSM in a public sector or organisation ambience, as the particular work situation in the public sector seems to be able to satisfy the individual need of being helpful to the society and other people (Perry & Wise, 1990; Pandey & Stazyk, 2008).

RESEARCH METHODS

This research adopted the survey method in its approach, using questionnaires as the main tools for eliciting the opinions of the sample of Quantity Surveyors in the Nigerian Federal Civil Service with respect to job satisfaction and job commitment based on the Public Service Motivation concept. Well structured questionnaires previously used by Moynihan and Pandey (2007) and Bright (2008) were used for the data collection and the survey involved a random selection of potential participants from the available Quantity Surveyors in the study area. The target population for this research is the registered Quantity Surveyors (QS) working in the Nigerian Public Service. This is on the premise that registered Qs have the opportunity of crystallizing their ambition elsewhere or go into private practice. The questionnaires were self administered during the annual meeting of Quantity Surveyors working in Government Ministries and Parastatals. Due to the large number of the population size of all Registered Quantity Surveyors in the Nigerian Public Service, the sampling frame was limited to all Federal Ministries, Parastatals and Agencies within and outside the Federal Capital Territory, Abuja.

Non-probabilistic sample of seventy five Registered Quantity Surveyors in the employment of Nigeria's Public Service were administered with the questionnaires. Sixty questionnaires were returned by the respondents. This was adopted because of non availability of comprehensive list of registered Quantity Surveyors in the Public Service within and outside the Federal Capital Territory, Abuja.

The respondents were given statements and were asked to assess the importance of these factors on a 5-point Likert scale. The respondents were asked to score on a scale of 1 to 5, the level of agreement with each statement, as it relates to working in the Nigerian Public Service, using 1 for strongly disagree, 2 disagree, 3 neutral, 4 for agree and 5 for strongly agree. The data sourced were analyze using basic descriptive statistics (Pearson Correlations, standard deviations, means) to explore the relationship between job satisfaction and organizational commitment.

RELIABILITY TEST

Reliability has to do with the accuracy and precision of measurement procedure (Cooper & Emory, 1995). Sekaran (2003) opined that Cronbach's alpha is a reliability coefficient that reflects how well the items in a set are positively correlated to one another. Sekaran (2003) argued further that a study is only reliable only if another researcher, using the same procedure and studying the same phenomenon, arrives at similar or compatible findings. Therefore, Cooper and Emory (1995) submitted that the scientific requirements of a research call for measurement process to be reliable and valid. Sekaran (2005) argued that if the cronbach's alpha reliability test result is less than 0.6, it thus mean that the instrument used has low reliability and therefore gives room for some errors but if the alpha value is within 0.7, the instrument is reliable.

Hence, the internal consistency reliability coefficients for the scale employed by this study is 0.85 for job satisfaction, 0.9 for organisational commitment and 0.92 for PSM variables which are above the level of 0.7 posited by Sekaran (2005) as acceptable for the purpose of analysis.

RESULTS AND ANALYSIS

The Tables show the mean value, standard deviation as well as skewness and kurtosis results. Curran *et al.* (1995) as cited in Bright (2008) suggested that data could be said to be in excellent condition if skewness range is fewer than 2 and kurtosis range fewer than 7.

Table 1 shows the descriptive analysis results of Job Satisfaction. The results of the analysis affirmed the assertion of the author, thus the results are good enough for the research. Recognition of opportunities was ranked first with mean value (Mean=3.803, SD=0.128), advancement opportunities was ranked second with mean value (Mean=3.314, SD=0.787), level of responsibility on the job was ranked third with mean value (Mean=3.294, SD=1.026) and opportunities for achievement was ranked fourth with mean value (Mean=3.255, SD=0.796). The views of respondents were based on the impact of these variables on job satisfaction. The respondents were asked if they were satisfied with the work. The results show the mean value of 3.75 (SD=0.896). High mean values show that quantity surveyors are satisfied with their work and high standard deviation denotes dissatisfaction.

Therefore, the Quantity Surveyors would be more satisfied with their job if their work and their efforts are more recognized.

Table 1: Job Satisfaction Variables

Variables	mean	standard Error	Standard deviation	skewness	kurtosis
Job Satisfaction					
All in all, I am satisfied with my job.	3.75	0.122	0.868	-1.806	1.109
ACH How satisfied are you with your opportunities for achievement?	3.255	0.112	0.796	-0.251	-0.908
REC How satisfied are you with your recognition opportunities?	3.803	0.128	0.917	-1.374	2.372
RES How satisfied are you with your level of responsibility on your job?	3.294	0.144	1.026	-0.399	-1.116
MEN How satisfied are you with the meaningfulness of your job?	3.275	0.14	1.002	0.034	-1.651
ADV How satisfied are you with your advancement opportunities?	3.314	0.11	0.787	-0.629	-1.092

Table 2 shows the descriptive analysis result of Organizational Commitment within the organization. The results were in tune with the results shown in Table 1. Feeling of accomplishment from the job exhibited the highest ranking mean value (Mean=3.784, SD=0.966), the organization deserving loyalty was ranked second (Mean=3.549, SD=1.045), getting praised for doing a good job was ranked third (Mean=3.412, SD=0.92) and having sense of obligation to people within an organisation was ranked last (Mean=3.294, SD=0.901). The respondents' views were based on the impact of the variables on Organisation Commitment.

Table 2: Organisational Commitment

Variables	mean	standard Error	Standard deviation	skewness	kurtosis
Organizational Commitment					
This organization deserves my loyalty.	3.549	0.146	1.045	-2.049	2.431
I would not leave my organization right now because					
I have a sense of obligation to the people in it.	3.294	0.126	0.901	-1.142	0.464
I owe a great deal to my organization.	3.392	0.119	0.85	-0.461	-0.826
The feeling of accomplishment I get from the job	3.784	0.135	0.966	-1.209	1.55
The praise I get for doing a good job	3.412	0.129	0.92	-0.611	-1.047
The way my co-workers get along with each other	3.255	0.142	1.017	-0.052	-0.742

Table 3 shows the descriptive analysis result of PSM variables within the organization. The results show that *“Seeing people get benefits from the public program I have been deeply Involved in brings me a great deal of satisfaction”* was rated higher under attraction to policy making (Mean=4.196, SD=0.097). *“Meaningful public service is very important to me”* exhibited the highest mean value ranking (Mean=3.726, SD=0.08) in public interest variables. *“Most social programs are too vital to do without”* was given more prominence (Mean=3.9, SD=0.108). Self sacrifice variables revealed that *“Much of what I do is for a cause bigger than myself”* prompts public servant to be more committed to their job (Mean=3.863, SD=0.134). The respondents’ views were based on the impact of the PSM variables on Organisation commitment and Job satisfaction.

Table 3: Public Service Motivation variables

		mean	standard Error	Standard deviation	skewness	kurtosis
Public-policy making						
PSM1	I am interested in making public programs which are beneficial for my country or the community I belong to	3.569	0.094	0.671	0.36	-0.283
PSM2	Sharing my views on public policies with others is attractive to me	4.059	0.144	1.028	-1.042	0.543
PSM3	Seeing people get benefits from the public program I have been deeply involved in brings me a great deal of satisfaction	4.196	0.097	0.693	-0.283	-0.854
Public interest						
PSM4	I consider public service my civic duty.	3.451	0.149	1.064	-1.11	0.675
PSM5	Meaningful public service is very important to me.	3.726	0.08	0.569	-1.319	1.913
PSM6	I would prefer seeing public officials do what is best for the whole community even if it harmed my interests.	3.49	0.113	0.809	-1.852	3.295
PSM7	I unselfishly contribute to my community.	3.706	0.126	0.901	-0.395	-0.475
PSM8	It is difficult for me to contain my feelings when I see people in distress.	3.588	0.098	0.698	-1.43	0.641
Job compassion						
PSM9	Most social programs are too vital to do without.	3.922	0.108	0.771	-2.047	6.969
PSM10	It is difficult for me to contain my feelings when I see people in distress.	3.843	0.09	0.644	-2.184	4.483
PSM11	To me, patriotism includes seeing to the welfare of others.	3.92	0.132	0.94	-0.728	0.153
PSM12	I seldom think about the welfare of people whom I don't know personally.	3.726	0.08	0.569	-1.319	1.913
PSM13	There are few public programs that I wholeheartedly support.	3.49	0.113	0.809	-1.852	3.295
PSM14	I am often reminded by daily events how dependent we are on one another.	3.726	0.116	0.827	-0.325	-0.261
PSM15	The underprivileged bring their problems on themselves.	3.588	0.098	0.698	-1.43	0.641

PSM16	I have little compassion for people in need who are unwilling to take the first step to help themselves.	3.137	0.125	0.895	-0.802	-0.107
PSM17	The chance to do something that makes use of my abilities	3	0.116	0.825	1.114	1.396
Self-sacrifice						
PSM18	Making a difference in society means more to me than personal achievements.	3.451	0.162	1.154	-1.703	0.984
PSM19	I believe in putting duty before self.	3.294	0.126	0.901	-1.142	0.464
PSM20	Doing well financially is definitely more important to me than doing good deeds	3.196	0.116	0.825	-0.163	-1.071
PSM21	Much of what I do is for a cause bigger than myself.	3.863	0.134	0.96	-1.553	3.024
PSM22	Serving citizens would give me a good feeling even if no one paid me for it.	3.431	0.135	0.965	-0.563	-1.098
PSM23	I feel people should give back to society more than they get from it.	3.255	0.14	0.997	-0.039	-0.739
PSM24	I am one of those rare people who would risk personal loss to help someone else.	3.314	0.107	0.761	-0.606	-1.006
PSM25	I am prepared to make enormous sacrifices for the good of society.	3.157	0.152	1.084	-0.717	-0.333

Table 4 show the results of analysis carried out using Pearson’s (r) correlation to determine whether there were significant relationships among the variables. The correlation coefficient for the data revealed that variables tested were significantly related. The results of the correlation between Job Satisfaction and Public Interest variables were significant at 5%. The significance of the relationship was demonstrated by correlation between organizational commitment and self sacrifice with the values of $r=+0.92$, $p<0.01$. Also, correlation between public interest and job satisfaction derived from the job show the values of $r=+0.89$, $p<0.05$. Hinkles et al. (1998) as cited in Oyewobi *et al.* (2011) recommended that correlation in the range of 70% (0.70) to 90 % (0.90) is high and 50% (.50) to 70% (.70) is moderate. This rule is pertinent in this respect since r- value is used in determining the strength of the relationship, which indicates that an increase in one variable give rise to a corresponding increase in the other (Love, 2002). Thus, the correlation between organizational commitment and self sacrifice is high,

because 92% means that there is a positive high correlation between the variables. Therefore, as the ability to sacrifice due to non extrinsic value increases, the more committed civil servants are for achievement owing a great deal to the organization variation also increases.

Table 4: Correlation between Job Satisfaction, Organisational Commitment and PSM variables

	<i>JS</i>	<i>OC</i>	<i>PI</i>	<i>PPM</i>	<i>JC</i>	<i>SS</i>
<i>JS</i>	1.000					
<i>OC</i>	0.083	1.000				
<i>PI</i>	0.89*	0.098	1.000			
<i>PPM</i>	-0.225	-0.825	0.431	1.000		
<i>JC</i>	0.701	-0.003	-0.345	-0.330	1.000	
<i>SS</i>	-0.305	0.92**	0.412	-0.986	0.223	1.000

**Correlation is significant at the 0.01 level (2-tailed).

*Correlation is significant at the 0.05 level (2-tailed).

The correlation analysis also revealed that job satisfaction and Public Interest are significantly related, ($r=+0.890$, $p<0.05$). However, the r (89.0) value is high, considering the rule stated above, which means that employees become more satisfied by protecting public interest. This followed the same path with the report of Houston (2006) who viewed employees’ commitment to the public interest, service to others, and self-sacrifice as the bedrock of a better understanding of PSM.

DISCUSSION OF RESULTS

The results of the analysis revealed that Quantity Surveyors are more likely to be satisfied and motivated with their job if they are given adequate recognition and more opportunities to advance in their career. This is supported by Kreitner and Kinicki (2007) who argued that value is positively associated with Job Satisfaction. Thus, Quantity Surveyors in Public Service Motivation for job satisfaction are intrinsic since it involves the expectation that work should be satisfying irrespective of the pay or compensation (George & Jones, 2008). Drafke and Kossen (2002) were of the opinion

that many workers experienced satisfaction when they believe that their future prospects are bright and good and this might according to Bull (2005) “translate into opportunities for advancement and growth in their current workplace, or enhance the chance of finding alternative employment”. It was stressed further that if people feel that they have limited opportunities or chance for career advancement in any organization, their job satisfaction might decrease which consequently might lead to job turnover.

This indicated that Quantity Surveyors are more committed to their jobs when adequate opportunities for advancement and achievement are given due recognition. Guleryuz, *et al.* (2008) in their research carried out among nurses which focused on investigating the relationships among emotional intelligence, job satisfaction, organisational commitment and the mediating effect of job satisfaction between emotional intelligence and organisational commitment revealed that significant relationship existed between job satisfaction and organisational commitment. Lum *et al.* (1998), Cohen and Hudacek (1998) and Becker *et al.* (1996) asserted that lack of organisational commitment has detrimental effects such as increase in turnover rate and turnover intention; higher absenteeism and tardiness; poorer performance which negatively affect organisational efficiency and effectiveness.

The result of the correlation analysis showed that positive relationships exist amongst the variables of PSM correlated with job satisfaction and Organisational commitment. The findings affirm the applicability of Perry's (1996) PSM concept in the Nigerian context and also the assertion of Vandenabeele *et al.* (2004) that the concept can be generalised. Though, attraction to policy making was correlated against job satisfaction and organizational commitment but the result was significant which corroborated with Brewer *et al.* (2000) who found that attractions to policy making are not the driving motives involved in performing public service. This was also supported by Lee (2005) in a research carried out in Korea, which revealed that politic or policy making have no influence on public servants motivation to serve. The research revealed that high correlations exist between public interest and job satisfaction, and between self sacrifice and organisational commitment, which connote that the civil servants are more inclined to abandon self-interests in order to achieve others' welfare or the public interest (Vandenabeele, 2009). Naff and Crum (1999) in a similar research found that higher PSM was in existence among public workers at federal level which correlate positively with job satisfaction and performance. It was

submitted further that employee's commitment is a more general normative obligation to the organization and this is reflected in a sense of loyalty and low turnover intention by the public servant (Vandenabeele, 2009). Naff and Crum (1999) in their research on the concept of PSM argued that PSM has a direct or indirect impact on the employee's performance. This was also supported by Lewis and Frank (2002). Bright (2007) built on these earlier assertions and Vandenabeele (2009) summed up these arguments by positing that employee's performance is influenced by the consequential effects of job satisfaction and organisational commitment.

CONCLUSIONS

While examining the impact of PSM on Job Satisfaction and organisational commitment among Quantity Surveyors in the Nigerian Public Service, the research work concludes thus; Quantity Surveyors in the Nigerian Public Service enjoy their job when adequate recognitions are given. Enhancement of job satisfaction with advancement opportunities and professional development has significant effect on Quantity Surveyors in the Nigerian Public Service. Quantity surveyors in the Nigerian Public Service are more satisfied with their job when there is clarity of job as planned goals, objectives and having the chance to work alone. Role clarity plays an important role to commit employees to their jobs. The findings revealed that strong positive correlations do exist between variables (PSM, job satisfaction and organizational commitment). This implies that Quantity Surveyors in the Nigerian Public Service are more motivated by intrinsic values, with the ultimate goal of rendering selfless service for public work with the feeling of self accomplishment.

The study recommends that adequate recognition of the work of Quantity Surveyors in the public service should be fully appreciated, and encroachment by other professionals should be highly discouraged. Advancement opportunity in career progression and professional development such as in-house training should be encouraged to improve quality service delivery and also practice of job development and job enrichment in the workplace which are vital tools to satisfy employees and make them happy should be given adequate attention. Government and her agencies or the recruiters should adopt PSM construct as a vital instrument that could be employed to search for individuals who are best suited and ready to render selfless service for public work.

It is important to note that this research is limited to registered Quantity Surveyors in the Federal Ministries and Parastatals. The result should be cautiously considered and probably replicated since only the relationships between PSM variable, job satisfaction and organizational/job commitment that were considered and not the fundamental connections among the variables.

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