



# EMPLOYEE MOTIVATION AND ORGANISATIONAL CITIZENSHIP BEHAVIOUR: MEDIATING EFFECT OF JOB SATISFACTION AMONG TEACHERS OF PUBLIC PRIMARY SCHOOLS

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## ABSTRACT

This study examined the relationship between motivation and organisational citizenship behaviour using the mediating effect of job satisfaction among selected teachers of public primary schools in Ojo LGA of Lagos State. The quantitative approach was used in which data for this study were collected from 94 teachers from five (5) selected public primary schools in Ojo Local government using Yaro Yemane (1967) sample size determination formula. Three hypothesized statements were tested using the hierarchical regression analysis for data analysis. Results showed that the degree of relationship between the tested variables were strong and positive. Intrinsic factors influence altruism behaviour among employees and extrinsic factors on the hand also affect conscientiousness among the tested teachers. On the mediating effect of job satisfaction, the result showed the Correlations between motivation and OCB were positive as well and very significant ( $r = -0.609, p > 0.01$ ). the mediating result of job satisfaction reveled that employee level of OCB will increase when they are satisfied with the motivational factors .It is therefore recommends that among others that management of public primary school should introduce an atmosphere where teachers feel satisfied on their jobs. Authorities should increase the other dimensions of job satisfaction through motivation to induce higher level of organisational citizenship behaviour.

**KEYWORDS:** Employee Performance, Job Satisfaction, Motivation, Organisational Citizenship behaviour,, Primary School,

## INTRODUCTION

In today's business environment that is full of uncertainties, management across several organisations have come to the realization that corporate bodies can no longer be sustained through improved products and machinery alone but through dedicated and committed workforce (Oladipupo, 2016). This reality has therefore placed employees as one of the crucial success factors at the disposal of organisations. When employees are committed to their organisation, there is every tendency that they would exhibit certain extra ethical and healthy behaviour that will lead to the achievement of strategic and predetermined organisational objectives among other vital objectives (Amah, 2017).

However, the challenge facing most organisations today has remained how to develop an effective strategy to motivate employees to perform excellently well by creating a feeling of satisfaction within the work settings (Chen, 2016). To ensure excellent performance of employees, organisations must motivate their employees to demonstrate behaviours that will benefit and help in the achievement of predetermined organisational goals. In order to achieve this, it is imperative for managers to set in motion work conditions that will motivate employees to achieve satisfaction on their jobs (Abiante, 2018).



Employee motivation plays a crucial role in influencing Organisational Citizenship Behaviour (OCB). Employees with high OCB will assist organisation to achieve both stated and salient objectives; and contributes to organisational performance (Organ, 2018). Therefore, employee motivation is important not only to satisfy employees but also to induce OCB of employees. Previous studies (Organ, 2018; Demirel, Elhusadi & Alhasadi, 2018, Oladipupo, 2016) revealed the strong linkage between motivation and OCB. Furthermore, they established that highly motivated employees show higher satisfaction with their job and in return demonstrated a more valuable OCB than others. Consequently, employee OCB leads to delivering of better products and or services for customers. Furthermore, Organ (2018) stated that OCB economized on resources available to the organisation, reduces employee turnover, improves job satisfaction and enhances organisational commitment (Organ, 2018).

Thus the term job satisfaction had always been a hot issue all over the world and has been receiving considerable attention from researchers because job satisfaction is the key in valuable behaviour from an employee (Abiante, 2018). A satisfied employee will be condemned to perform more and better than the dissatisfied one, which ultimately enhances the effectiveness and competitiveness of the organisations. Thus, job satisfaction becomes a motivation tool for “extra role behavior”, the term which Tambe (2014) stated that includes the in-role behaviour (technical performance required by the job) as well as extra role behaviors (beyond the formal task contents) that enhance or improve organisational effectiveness, goodwill and helpfulness (Organ, 2018).

Report from scholars and practionners advice on swapping from reward related pay, as a motivation tool, to long-term job satisfaction strategy that would guarantee committed workforce. Hills (2018, Jensen (2018) and Mohammed (2016) have all pointed out that employee satisfaction is the most effective tool for intrinsic and extrinsic factors of motivation. One of the main purposes of short and long-term strategies is facilitating sense of satisfaction within the organisation through motivational strategies to induce ethical extra role behaviours from employees (Unal, 2013). Employee motivation was and is still the main concern for any organisation that wants to achieve their goals; such organisations should have short and long-term strategies for motivation to induce valuable organisational citizenship behaviour (Organ, 2018).

Researchers have also observed that OCB has been a major construct in the fields of psychology and management studies and as a result has received a great deal of attention in literatures (Kisa & Hassan, 2016). OOCB is discretionary workplace behaviour that exceeds one's basic job requirements (Nadim, Hassan, Abass & Naveed, 2016) and is described as behaviour that go above and beyond the call of duty; which have important effects on the effectiveness, efficiency and profitability of the organisation. It can contribute to the survival of an organisation by improving co-worker and managerial productivity, providing superior efficiency in resource use and allocation, reducing managerial expenses, and by providing better coordination of organisational activities across individuals (Kumari & Thapliyal, 2017).

It is evident that OCB is a crucial determinant of organisation's effectiveness, efficiency, productivity and overall performance. Research with respect to the specific factors that promote OCB in some specific organisational contexts is scarce (Chimyere, 2015), especially in the context of public educational setting. Voluntary behaviour of employees is important in educational organisations because, in the educational institutions, the additional role is performed along with the official tasks and is often part of the official roles.

Previously, researchers have identified the direct relationship of motivational factors and job satisfaction or motivational factors and OCB (Zaveda, 2018; Hill, 2018, Mohammed, 2016; Chimyere, 2015). This study proposes that if the motivational factors through reward system, training and development and compensation implemented in the organisation are effective, fair, unbiased, sufficient and ample, organisational members would likely be satisfied and, in return, their behaviour will be more positive towards the organisation. Therefore, in this study job satisfaction will be used as a mediator to investigate the relationship between motivation and OCB. Thus, this study aims at examining the relationship between motivation and OCB and the mediating role of job satisfaction among teachers in public primary school in Ojo LGA of Lagos State, Nigeria. It is expected that the relationship between management and employee within the educational context may vary from that of the corporate setting (Ibukunoluwa, Anuoluwapo & Agbude, 2015). The relationships that exist between these two constructs motivation and Organisational Citizenship Behaviour (OCB) through job satisfaction therefore constitute the basis of this study.



## STATEMENT OF THE PROBLEM

Due to the importance of motivation in achieving organisational performance, studies that explore the relationship between motivation and OCB are in numbers (Zaveda, 2018; Hill, 2018, Mohammed, 2016; Chimyere, 2015). However, there is scarcity of research from the local scene that has mentioned the mediating role of job satisfaction, despite the significant results recorded on the relationship between job satisfaction and motivation (Hill, 2018, Organ 2018; Demirel et al 2018; Mehdizadeh et al 2018) and OCB (Ojebola, Osibanjo, Adeniji & Salau, 2020; Oladipupo, 2016; Sridhar & Thiruvengadam, 2014).

Again empirical studies that have examined the relationship between motivation and OCB for instance, Hill (2018), investigated the relationship between motivation and OCB, but focused only on a single motivation dimension (intrinsic) and not with any mediating role. In a latter study, Rastogi and Garg (2011), fragmented the concept, by treating OCB as only a helping behaviour and they searched only correlational interactions between motivation and OCB. However, Safaa (2018), in a more recent study, considered OCB and motivation but investigated the mediating role of employee engagement in motivation and OCB relation.

In terms of study scope, several studies conducted on OCB have cut across various organisations settings but not much has been done in the educational institutions settings (Ojebola, Osibanjo, Adeniji & Salau, 2020; Oladipupo, 2016; Sridhar & Thiruvengadam, 2014). Again, the few studies found in the educational settings both local and foreign (Chinyere, 2015; Jehad, Farzana & Mohmad, 2011) have all been conducted in the higher institutions of learning. As regards the lower level of educational setting such as the primary school system especially in Nigeria, it is found that there has been no research connecting employee motivation with organisational citizenship behaviors.

Also, most of the available studies on OCB have not been able to measure the individual dimensions of OCB in their various studies rather OCB is measured as one variable. It is in the light of the above that this study is being carried out among public primary school teachers in selected public primary schools in Ojo Local Government Area of Lagos State. The findings will contribute in filling the existing gaps as identified above.

## OBJECTIVE OF THE STUDY

The main objective of this study is to examine the relationship between motivation and OCB with job satisfaction as a mediator in selected public primary school in Ojo LGA of Lagos State. More specifically, the study will seek to:

- i. Examine the effect of intrinsic motivation on altruism among teachers in public primary schools
- ii. Investigate the effect of extrinsic motivation on conscientiousness among teachers in public primary schools
- iii. Examine the mediating effect of job satisfaction on the relationship between motivation and OCB dimensions among teachers in public primary schools

## RESEARCH QUESTIONS

The study will attempt to answer the following questions:

- i. What is the effect of intrinsic job satisfaction on altruism among teachers in public primary schools?
- ii. To what does extrinsic job satisfaction affect conscientiousness among teachers in public primary schools?
- iii. What is the mediating effect of job satisfaction on the relationship between motivational factors and OCB dimensions among the selected primary schools teachers?

## RESEARCH HYPOTHESES

In line with the stated objectives, the following hypotheses were stated to test the relationship between the variables.

### Hypothesis One

**H<sub>0</sub>:** There is no significant relationship between intrinsic motivation and altruism among teachers in public primary schools.

### Hypothesis Two

**H<sub>0</sub>:** There is no significant relationship between extrinsic motivation and conscientiousness among teachers in public primary schools.



### Hypothesis Three

**H<sub>i</sub>:** Job Satisfaction will not mediate the relationship between motivation and organisational citizenship behaviour

## LITERATURE REVIEW

### Motivation

Employee motivation is a complex field that has wide roots in a various collection of academic disciplines such as psychology, education, sociology, economic and political science (Ching, 2015). Nabi, Islam, Dip, and Hassain (2017) defines motivation as the process which starts by a physiological need deficiency that activates behaviour or drive that is aimed at a goal incentive. Thus motivation is a human psychological characteristic and this contributes to an employee's degree of work commitment. Saeed, Mussawar, Lodhi, Iqbal, Nayab and Yaseen,. (2013) have defined motivation as a psychological characteristic of employees that obliges them to act in a special way.

Jasen (2018) highlighted that, to motivate employees, managers must identify the needs individuals seek to satisfy and focus on employees talents in a way that help them to achieve that satisfaction. According to jasen (2018), there are two types of employee motivation which are intrinsic motivation and extrinsic motivation. Internal rewards that an employee feels when performing his or her job, so there is an immediate and direct connection between rewards and work, are known as intrinsic motivation. Intrinsic motivation usually leads to an individual coming out energized or self-motivated from within to do their best and make valuable contributions to organizations or society. Extrinsic motivation includes the external rewards that are receive apart from the nature of work and providing no direct satisfaction at the time the duty is performed. Hill (2018) proposed five dimensions of intrinsic motivation such as achievement, growth, advancement, the work itself and responsibility. The proposed dimensions of extrinsic motivation are salary, interpersonal relations, technical supervision, company policy and administrations, working conditions, factors in personal life, status and job security.

### Motivating Factors that influence Job Satisfaction

To help us understand the concept of job satisfaction, Omoankhanlen, et. al (2014) defines job satisfaction as “a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience”. Job satisfaction represents a collection of feelings an individual holds towards his/her job (Viko et. al., 2020), including all aspects of a particular job, good and bad, positive or negative, which are likely to contribute to the development of feelings of satisfaction or dissatisfaction (Nabilah, Mohd & Saudi, 2018).

Another approach to the definition of job satisfaction is the emphasis on the facets of the job; that is, the extent to which an individual is satisfied with different aspects of the job. This approach defines job satisfaction in terms of the discrepancies between what one expects and what one actually gets in the work environment. For example, Mushtaq, Ahmed and Warriach (2014) define job satisfaction as “an affective reaction to a job that results from the incumbent's comparison of actual outcomes with those that are desired”. This is the extent to which rewards actually meets or exceeds the perceived equitable level of rewards. If an employee does not find a meeting point between perceived and actual rewards, the thought of quitting (intention to quit) is activated and realised once there is opportunity for alternative employment. A number of factors have been identified as having moderating effect on job satisfaction. According to Oshagbemi (2010) job satisfaction is influenced by both intrinsic and extrinsic motivational factors. These factors are further termed motivational and hygiene factors by Herzberg. Motivational factors are those factors that are internal to the job and they include variables such as the work itself, recognition, responsibility, feedback and growth, while extrinsic/hygiene factors include company policy, supervision, salary, interpersonal relationship and working conditions.

The work itself represents the extent to which the job provides individual with stimulating tasks, opportunities for learning and personal growth, and the opportunity to be responsible and accountable for results (Rubin, 2013). This, in effect facilitates the job satisfaction level of an individual employee. A study by Rose (2005) shows that employees tend to prefer jobs that give them opportunities to use their skills and abilities and which offer a variety of tasks, freedom and feedback on how well they are performing.

Rubin (2013) found recognition to be one of the most frequently cited element by employees as a cause of satisfaction or dissatisfaction in a work context. Rubin's finding is also supported by the arguments of Omkhodion, et. al. (2014)



that acknowledging employees for handling a particular job well creates feelings of satisfaction. Such recognition can be tangible, intangible or a combination of both and they include promotions, salary increases, and verbal commendation.

On the other hand evidence from literature (Zhang, 2014) suggests that receipt of support from one's supervisor presents a potential cause of job satisfaction. For example, Rubins (2013) declare that the extent to which supervisors support their subordinates technically, emotionally, and socially influences job satisfaction.

Satisfaction could be achieved by working in a conducive environment. This environmental consideration has therefore, presented good working condition as an important influence on job satisfaction. The environment in which people work, has a profound effect on their level of self-pride and job satisfaction (Oshagbemi, 2010). These work conditions include working with best and modern equipment, safe, hygienic and comfortable environment. Employees react negatively to unfavourable working environment and could account for withdrawal behaviours such as absenteeism, self-induced sickleaves and in some cases actual turnover (Omoankhanlen, et. al 2014).

The debate on whether money (salary) motivates or causes dissatisfaction amongst employees has been on by researchers. For example, Mushtaq, et. al. (2014) advice that employers should not be deceived that money does not matter to employees. Supporting Kinnear and Sutherland, empirical studies, for example, (Oshagbemi, 2010) found money to be a motivating factor for employees and serves as a 'scorecard' which enables individuals to assess the value the organisation places on them in comparison to others as a medium of exchange.

On the whole, Wen, Gu and Wen (2019) concludes that factors that determine overall job satisfaction, in order of importance include the work itself, satisfaction with co-employees, satisfaction with supervisor, and satisfaction with early retirement (job security and pension). These are combination of both intrinsic and extrinsic motivation variables.

### Organisational Citizenship Behaviour and its Dimensions

Over the years the concept of OCB has generated considerable amount of scholarly attention. This widespread interest in OCB primarily stems from the fact that OCB leads to improved organisational effectiveness (Acaray & Akturan, 2015). To drive home the importance of OCB to the achievement of organisational effectiveness, Amah (2017), postulates that organisation which depends solely on its blueprints of prescribed behaviours becomes a fragile social system. Again, Tambe (2014) asserts that "one of the essential behaviours for a functioning organisation is innovative and spontaneous activity that goes beyond role prescriptions. Researchers have theorised that the effectiveness of organisations is likely to be enhanced when employees go above and beyond the call of duty to aid fellow workers in order to achieve organisational goals (Organ, 1988) and such behaviour has become critical in today's corporate world.

In order to put this behaviour in perspective,

Chen (2016) defines OCB as behaviour that is discretionary, not directly or explicitly recognised by a formal reward system and that in aggregate promotes the effective functioning of an organisation. The term 'discretionary' as used by Organ (2018) in this definition suggests that the behaviour is not an enforceable requirement of the role or the job prescription that is clearly specified in an employee's employment contract with the organisation but it is an extra and not required role performance that an employee demonstrated to show commitment to the organisation. Organisational citizenship behaviour consists of a wide range of behaviours which have been termed 'dimensions of OCB' and these include *altruism, civic virtue, conscientiousness, courtesy and sportsmanship*.

- i. Altruism: Altruism has been defined to consist of all the discretionary behaviours that have the effect of helping a specific other person with an organisationally relevant task or problem (Organ, 1997). These behaviours are directed at voluntarily helping fellow employees with work related problems like finding information that is work related, assisting fellow workers in completing their work and putting a new employee through with using new equipment.
- ii. Civic Virtue: When an organisation organises a social or professional event, participation in, and attendance by organisational members is very important. This gesture demonstrates the level of cohesion in the organisation and portrays the entire organisation as one entity in the estimation of the general public. This action, according to Nadim et al. (2016), is known as the civic virtue dimension of OCB. In general, this OCB



dimension involves protecting the organisation's best interests such as participation in organisation policy making, attending optional meetings and attending company sponsored events.

- iii. **Conscientiousness:** Conscientiousness is another discretionary behaviour by an employee that goes above and beyond the minimal requirement of the organisation (Mallick, Pradham Tewari & Jena, 2015). Operating beyond the minimum behaviour level stipulated by the organisation will go a long way in enhancing organisational effectiveness and increase productivity. An employee who arrives early at work and leaves late, avoiding unnecessary breaks or observing short lunch periods, making constructive suggestions and completing tasks before they are due will certainly add to organisational effectiveness and help the organisation in achieving its goals. Such behaviours, Tayyab observes, represent conscientiousness dimension of OCB.
- iv. **Courtesy:** Mallick, et. al. (2015) also describes courtesy as another discretionary act of thoughtfulness and considerate behaviour that prevents work related problems for others. Notifying the employer if an employee would be reporting late for work or notifying colleagues before doing things that will affect their jobs or informing co-workers of delay in work progress, especially in interrelated work schedule where one employee's output will mean another's input will all constitute courtesy behaviour. This behaviour allows for effective work coordination and planning which are essential in achieving predetermined organisational goals.
- v. **Sportsmanship:** Lastly, sportsmanship involves the willingness to tolerate the inevitable inconveniences and impositions that are inherent in the workplace without complaining (Nadim et al., 2016). There are workplace circumstances which compel employees to work under sub-standard working conditions that are not injurious and using obsolete equipment to complete a project or having a deadline brought forward. All these workplace inadequacies are tolerated by employees in the spirit of sportsmanship and this is crucial for the effective running of an organisation.

However, just two (altruism and conscientiousness) out of the mentioned dimensions are selected for examination in this study because they found to be more relevant to the independent variable and again, to keep the coverage area of this study within close limit among other constraints.

### **The relationship between motivation and organisational citizenship behaviour**

The general assumption in explaining the relationship that exists between motivation and OCB is that it is only highly motivated and satisfied employees that are likely to engage in OCB because of a reciprocal exchange relationship (Obiora & Okpu, 2014). This assumption perhaps is derived from the social exchange theory which proposes that the type of behaviour (positive or negative) exhibited by an employee is a response to the treatment they received from their employers.

Tambe (2014) further posit that a strong social exchange relationship between employer and employee will help maintain positive working relationships and would elicit positive sentiments in employees such as job satisfaction, organisational commitment and trust, which will in turn inspire employees to engage in OCB. This assumption has inspired several researchers to carry out studies to empirically determine the extent to which job satisfaction is related to OCB.

### **The relationship between job satisfaction and organisational citizenship behaviour**

Empirical studies have before now examined different categories of antecedents of OCB that are individual characteristics, task characteristics, organizational characteristics, and leadership behaviours (Organ, 2018). The earliest research to find out the antecedents of OCB (e.g. Bateman & Organ, 1983; O'Reilly & Chatman, 1986; Organ, 1988) concentrated on employee attitudes, dispositions, and leader supportiveness.

Preliminary research on individual characteristics focused on mostly two main subjects: morale factors and dispositional factors. As a moral factor, job satisfaction may be the most examined correlate in OCB studies (Williams & Anderson, 1991). With the conceptualization of OCB, job satisfaction became the favorite factor that affects OCB. In preliminary studies, many authors stated the relation between job satisfaction and OCB. For instance Organ and Konovsky (1989) tried to find out the contribution of job satisfaction to predicting OCB performance. They found that in a group of 369 individuals from two hospitals, the pay cognition was a significant predictor of altruistic and compliance dimensions of OCB. In a latter study Williams and Anderson (1991) found that the job cognitions (e.g. managerial and co-worker behaviors, opportunities for advancement, and working conditions) forming employee job satisfaction were more effective than pay cognitions in predicting the OCB.

The results of many following studies mostly supported the early findings of the previous researches exploring the relation between job satisfaction and OCB. Konovsky and Organ (1996), Organ and Ryan (1995) Organ and Lingly (1995), and Kuehn and Al-Busaid (2002) found strong relations between job satisfaction and OCB in their studies. In a later study Lapierre and Hackett (2007) found strong relation between job satisfaction and OCB in a structural equation model study. In their study they tested a reciprocal model in which trait conscientiousness affects OCB and job satisfaction, OCB affects job quality, job quality affects job satisfaction and finally job satisfaction affects OCB. They found strong evidences to support the proposed reciprocal model. The findings of their study indicated the strong relation between job satisfaction and OCB.

## THEORETICAL FRAMEWORK

The expectancy theory was adopted as theoretical underpinning for this study. The theory was propounded by Victor Vroom in 1964 and it has been widely used in several social and management sciences studies to explain the concept of human behaviour within societal and work organisations.

Armstrong (2006) submitted that the idea of expectancy as initially presented in the valence- instrumentality- expectancy theory, was that valence stands for value, instrumentality is the belief that if we engage ourselves in doing one thing, it will definitely lead to another and expectancy is the belief that an individual effort and action will lead to an outcome in the long run (Armstrong, 2006).

Among several others theory that relates to this study variables such as Herzberg (1966) tow factor theory, Stacy Adam (1969) equity theory, the expectancy theory was adopted because it has a summarizing effect that embrace the study variables.

The expectancy theory explained that individuals are forced to choose between alternatives which involve uncertain outcomes that are determined by the individual preferences and believes that such outcomes is or can be possible. Expectancy is defined as an individual monitory belief in relation to the likelihood that a particular action or effort will be followed and rewarded with a particular outcome (Armstrong, 2006). According to the theory, the human behaviour is determined by the preference and the possibility of getting the desired outcome. Accordingly, people will be motivated if they expect a positive relationship between efforts and rewards, and if they value these rewards. This theory is considered for this study because it has suggested that when individuals achieve expectation it automatically spur an inner motive to pursue more targets, In this case, it becomes a motivational influence on employees' behaviours and in return the employees will try to respond through efficient high job performance and positive behaviours.

## THE CONCEPTUAL MODEL

The variables of this study are as follows: the independent variable is motivation divided into (Intrinsic and extrinsic), the dependent variable is organizational citizenship behaviours (OCB), and the Mediator Variable is Job Satisfaction

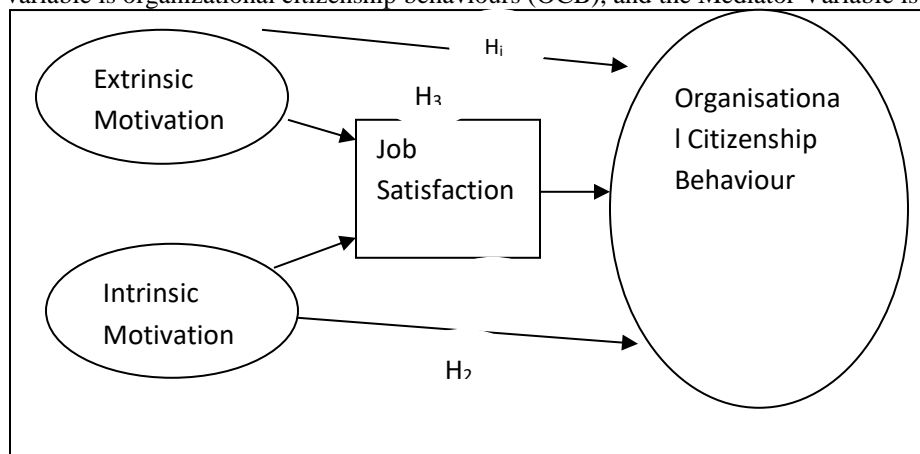


Figure 1. The conceptual linkage between motivation and OCB through job satisfaction



Source: Adapted from Safaa (2018), the impact of motivation on organisational citizenship behaviour (ocb): the mediation effect of employees' engagement

## METHODOLOGY

The survey research design was adopted in carrying out this research. This design is considered appropriate and suitable for this study because it involves assessing and examining of the relationships between two or more variables. The population of the study comprised 112 teachers from 5 selected primary schools in Ojo Local government of Lagos State namely: Anglican Primary School 1 Oto/Ijanikin (23), LA Primary School Ishasi (21), Community primary School 1 Afromedia (22), Community Primary School II Afromedia (24) and Agnaju Aka Primary School I Okokomaiko (22).

Yamane (1967), sample size determination formulae was used to determine the samples which resulted into 100 sample size. The proportional random sampling technique was used and the method of data collection was the primary method using a well-structured research instrument which was found valid and reliable after a pilot study was done. For data analysis, the hierarchical regression analysis (HRA) was employed. HRA is a statistical tool which permits the researcher to statistically find the existing relationships among different variables, i.e., multiple regression analysis simultaneously (Safaa, 2018).

SEM, also gives room for analyzes of the degree to which job satisfaction acts as a mediator between motivational factors and organisational citizenship behaviour. In addition, it also provides different values that help in establishing the compatibility of the proposed model fitness with the dataset.

## RESULTS AND DISCUSSION

The objective of the study was to investigate the relationship between motivation and organisational citizenship behaviour among teachers of selected primary school in Ojo Local Government of Lagos State. The descriptive findings revealed there is positive perception on the effect of motivation and organisational citizenship behaviour.

**Table 1. Descriptive statistical, correlation coefficients and reliability of study variables.**

Correlations							
	Mean	Std. Deviation	Motivation	Intrinsic	extrinsic	Satisfaction	OCB
Motivation	31.2200	4.55934	1	.487**	.601**	.554**	.609**
Intrinsic	16.4333	3.14938	.487**	1	.797**	.802**	.337**
Extrinsic	18.8433	3.73255	.601**	.797**	1	.839**	.487**
Satisfaction	34.1800	8.84241	.554**	.802**	.839**	1	.567**
OCB	42.1133	5.86531	.609**	.337**	.487**	.567**	1

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

Based on analysis above, there is a positive relationship between motivation, job satisfaction, and OCB. The statistical result showed in table 1 inters correlations between all variables, Means, standard deviation, and scale reliabilities.

As shown in Table 1, hypothesis 1 was rejected and the alternate hypothesis was supported. That OCB and intrinsic motivation was positively related and strong in the relationship ( $r = 0.337$ ,  $p > 0.01$ )

Also, testing the second hypothesis, the result supports the hypothesis that the relationship between extrinsic motivation and OCB is correlated and positive. As shown in Table 1 correlation between OCB and extrinsic motivation was positive though not too strong as well ( $r = 0.487$ ,  $p > 0.01$ ). However, the Correlations between motivation and OCB were positive as well and very significant ( $r = -0.609$ ,  $p > 0.01$ ). The Correlation is positive and significant between OCB and job satisfaction ( $r = 0.567$ ,  $p > 0.01$ ).

To test Hypotheses three (3) for the mediating effect of job satisfaction, a hierarchical multiple regression was used in two steps as shown in Tables 2 and 3 below, first the motivation (extrinsic and intrinsic) as independent variable to predicate OCB.

Second is the job satisfaction entered in the regression equation as a second predictor (independent variable). The result presented as table 2 and table 3



**Table 2. Hierarchical multiple regression analysis.**

Model	B	t-value	R-Square	F	Sig.
First step					.000 <sup>b</sup>
Extrinsic Motivation	.765	9.620	.234	38.132	
Second step					.000 <sup>c</sup>
Extrinsic Motivation	.060	.431	.317	83.542	
satisfaction	.355	6.084			

\*\* Coefficient is significant at.01 level

**Table 3. Hierarchical multiple regression analysis.**

Model	B	t-value	R-Square	F	Sig.
First step					.000
Intrinsic Motivation	.627	6.175	.237	70.364	
Second step					.000
Intrinsic Motivation	.616	4.252	.321	92.535	
satisfaction	.552	10.698			

\*\* Coefficient is significant at.01 level

## DISCUSSION

The result of the tested hypotheses revealed that there is a significant relationship between both intrinsic and extrinsic factors and organisational citizenship behavior among selected teachers of public primary school in Ojo LGA, Lagos State. This implies that an increase in motivation factors increases organisational citizenship behavior among teachers in public primary school. According to analysis of this study, one can say that the relationships between the study variables are positive; the relationship between motivation and OCB is positive as well between job satisfaction and OCB is a positive. The main finding of this study is that satisfaction is fundamentally engaged with motivation. OCB is considered as an extra behavioural role because satisfaction attached employees with their work duties. Normally in government sector, employees struggle to meet expected tasks related to their job. However, this study has proven that, motivation in employee will lead to higher OCB while satisfaction is considered as mediating the relationship with the condition of preparing the employee for specific task and extra role performance.

Many scholars have confirmed that the relationship is positive between motivation and OCB. Researchers such as (Rastogi and Garg, 201; Gullice and Erhilic, 2015; Fatimah, Amira and Halim, 2011) confirmed that relationship between employee motivation and OCB is significant in their different studies from different sectors. The statistics in Table 1 shows that there is a correlation between motivation and its two approaches and OCB. In the public teaching sector, employee satisfaction will lead to OCB because employees will find meaning at work and in what they are doing. From the findings of this study, it was revealed that there is significant relationship between both intrinsic and extrinsic motivational factors and organisational citizenship behavior among teachers in the selected public primary schools. So, one important implication of this finding is that the management should pay attention to these factors to motivate employees so as to get direct outcome of organisational citizenship behaviour.

## CONCLUSIONS AND RECOMMENDATIONS

The findings of this study would help to educate policy makers in Lagos State on how to motivate teachers to induce job satisfaction and organisational performance which is expected to positively influence organisational citizenship behaviour. Following the data analysis and findings of the study, it can be concluded that job satisfaction is pertinent to enhance organisational citizenship behaviour. The study thus provided empirical evidence to support theoretical position that prescribes a link between job satisfaction and organisational citizenship behaviour.

The study therefore recommends that management of public primary school in Lagos State should produce atmosphere where teachers feel satisfied on their jobs so as to induce positive and higher OCB. It is also recommended that the management should adequately provide motivating policies and programmes to the teachers as this will enhance their level of OCB in the school, such as compensation, supervisors' support, co-workers' relationship, work environment



and career development opportunities among other factors. Authorities and management of primary school should produce atmosphere where workers feel satisfied with their job and be committed to their work.

### IMPLICATIONS OF THE STUDY

The results of the study have a number of practical and theoretical implications for academicians, scholars and practitioners. It gives deeper insights to HR managers and experts of public sector primary schools and other organizations to understand the interplay of these constructs with employees' behaviour. These results can help in devising effective HR practices to improve upon employee behaviour through job satisfaction using the motivating factors.

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