

Interplay of Organizational Culture, Job Satisfaction, Organizational Citizenship Behavior and Organizational Performance in the Ethiopian Public Sector

Simret Gebretsadik¹

Abstract

The purpose of this study was to analyze the interplay among organizational culture, employees' job satisfaction, organizational citizenship behavior and organizational performance in selected public organizations ranked as high, medium and low level performers. An explanatory research design with mixed methods approach was used. Data were collected via questionnaire, interview and document review. Structural equation modeling was done using AMOS. MANOVA was also conducted using the SPSS software. Likewise, the qualitative data were analyzed thematically. Findings of the analysis revealed that organizational culture has a positive and significant direct effect on employees' job satisfaction and organizational citizenship behaviour. The effect of organizational culture on organizational citizenship behavior mediated by employees' job satisfaction is also positive and statistically significant. Therefore, the researcher concluded that the theoretical assumptions about the interaction among organizational culture, employees' job satisfaction and organizational citizenship behaviour are confirmed. Even though there is statistically significant difference in the studied organizations' nature of organizational culture and levels of employees' job satisfaction, there is no practical difference in the organizations' practical reality. This finding leads to the conclusion that the studied organizations' difference in their level of organizational performance was not caused by their differences in organizational culture, levels of employees' job satisfaction and organizational citizenship behaviour, but by flaws in the performance measurement mechanisms.

Key words: organizational culture, employees' job satisfaction, organizational citizenship behavior, organizational performance

1. Introduction

The main concern of both private and public sector leaders is to enhance organizational performance (OP) and keep their organization competitive. Among other factors, organizational

¹Assistant Professor, PhD, College of Leadership and Governance, Ethiopian Civil Service University, email: simretgebretsadik@yahoo.com

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culture (OC), employees' job satisfaction (EJS) and organizational citizenship behavior (OCB) are determinants of performance of an organization (Sinek, 2014, Simonsen, 1997). Organizational culture (OC) is a concept which connotes the widely shared and strongly held assumptions and beliefs of organization members about the way they do their day-to-day activities in the organization. All organizations sail in their own cultures, but they may not notice this reality like the fish that comes to know water is its life only after it gets out of it (Quinn & Cameron, 2006, Schein, 2004). Hence, the main responsibility of leadership is to identify the type of culture they should build for their organization; cultivate and modify it when some of its components get obsolete.

Employees are the most vital assets of an organization that could either make or break it (Aamodt, 2010, Westover, 2014). Professionals on human resource management have long advised that both extrinsic and intrinsic employee motivational mechanisms should be continuously applied so as to satisfy the employees and enable the organization get the best out of them (Sinek, 2014, Mullins, 2016).

Employees satisfied with their jobs dedicate themselves to realization of their organization's mission and vision via achievement of the planned goals (Sinek, 2014). However, due to continuous dynamism in the organization's task environment, employees' high performance measured against their formal job descriptions could not enable the organization meet its planned goals and set objectives; instead, it requires them to go extra-miles. This extra effort exerted by employees' towards the organization's success is known as Organizational citizenship behavior (OCB) (Organ, 1997).

OCB is the positive psychological and emotional bond created between an organization and its employees. OCB make employees intrinsically feel obliged towards all aspects of the organization and drive them to play extra-role duties (Champoux, 2011). In organizations where OCB is well entrenched; there is smooth achievement of organizational goals, absence of deviant behavior, low levels of absenteeism and turnover (Susanto, Kurniaty, Priyono, Nusbantoro, 2020, Polat, 2009).

However, in order to embed OCB in any organization, the OC should be people oriented which emphasizes on empowerment, career development, involvement, integration, provision of support and welfare services to employees. Studies show that employees working with in such cultures are well satisfied and ready to go extra-miles to ensure their organizations' high performance (Sinek, 2014, Simonsen, 1997).

2. Statement of the Problem

Organizational culture (OC) is considered as a measure of excellence of an organization contained in the common ways by which its members have learned to think, feel, and act (Schein, 2004). Different authors support the point that employees' job satisfaction (EJS) is a factor in employee motivation, employee goal achievement and positive employee morale in the work place (Westover, 2014, Sinek, 2014). Earnestly speaking; ensuring EJS demands crafting and cultivating an OC, which is compatible with the organization's mission and the employees' interests.

These days, due to dynamism in customers' and stakeholders' interest, the concept of a positive work place behavior that goes beyond the scope of traditional performance indicators is getting attention in organizations. Such a behavior is expected to boost organizational performance (OP) by driving employees go extra-miles towards benefiting their organizations and themselves as well (Van Dyne, Graham & Dienesch, 1994, Organ, 1997).

For almost the past three decades, different human resource and institutional capacity building interventions have been undertaken in the Ethiopian public sector in order to improve the public sector's performance (Kassa & Zekarias, 2020). Besides, OP measurements are enforced with the intention to reward the best performers and encourage others identify their gaps (Worku, 2019). These efforts have resulted in increasing the number of employees with higher educational qualifications, restructured process and automations; but, the change obtained in the organizations' way of doing their actual businesses is not as expected.

Different studies found out that problems related with lack of a "servant mind set" and employees' belongingness to the organization are still pervasive in the sector. These problems are resulting in service delay, mistreatment of customers, lack of emotional attachment to the organizations' mission and values and misuse of the office resources (Solomon, 2013, Akhilu, Tadele, Mulugeta, Usman, Alemu, Abdela, Hailemariam, & Birhanu, 2020). On top of that, studies conducted on employee satisfaction in the public sector found out that low level of remuneration, lack of reasonably adequate benefit packages and lack of reward have resulted in serious turnover of public employees (Worku, 2019, Selam & Belay, 2018).

Another study by Dereje, Mirkuzie, Ayinengida and Fitsum (2020) on public sector OC and EJS revealed that the OC of public organizations is characterized by formal rules, and procedures, hierarchical structures and controlling leadership style. This type of OC has negative relationship with the organization's level of EJS (Cameron & Quinn, 2006). Kassa and Zekarias (2020) also studied determinants of public servants' performance in Ethiopia and found out that both organizational climate and individual factors affect employees' performance.

Nonetheless, the aforementioned researchers do not address the interaction among OC, EJS, OCB and OP in a full-fledged manner. Therefore, this study is intended to find out how the prevailing OC, mediated by EJS could affect the level of OCB which again determines the level of OP in the selected federal organizations.

3. Research Hypothesis

- OC has a statistically significant direct effect on OCB.
- OC has a statistically significant direct effect on EJS.
- EJS has a significant mediation effect on the relationship between OC and OCB.
- The studied organizations' variation in OP is caused by their statistically significant different levels of OC, EJS and OCB.

4. Review of Related Literature

4.1 The Notion of Organizational Culture (OC)

Organizational culture (OC) is considered as the most important factor behind a range of organizational effectiveness issues such as employees' commitment, motivation, prioritization, resource allocation, comparative advantage and organizational change (Cameron & Quinn, 2006, Schein, 2004). Schein (2004) defined OC as the way things are done around here, the basic assumptions and beliefs that are shared by members of an organization and the collective mind set of organization members. Similarly, Denison (1990, p. 2), defined OC as "the underlying values, beliefs, and principles that serve as foundation for an organization's management system as well as the set of management practices and behaviors that both exemplify and reinforce those basic principles."

The aforementioned definitions have some commonality which tells us that the driving force behind every aspect of organizational behaviour is its culture; developed based on its past experiences. In fact, for OC to serve as a comparative advantage of the organization, it should be designed with utmost care, focusing on the mission and mandates of the organization and the dynamic interest of its customers, stakeholders and employees. Since the 1990s, scholars interested in the area exerted a lot of effort to identify features of OC that promote success of organizations (Umrani, Memon, Samo, & Shah, 2016). Denison (1990) stated that an OC which emphasizes on mission, consistency, involvement and adaptability could serve as a competitive advantage for organizations. Schein (2004) conceptualized OC as having three layers by which the visible part is only 10% of cultural compositions whereas 90% is buried beneath the day-to-day realities of organizations. This author stated that the surface level reflections of OC should be congruent with the values and beliefs as well as the underlying assumptions of the organization. Otherwise, there will be discrepancy between the espoused values and the values in use which may lead to lack of trust and failure to meet organizational objectives (Argyris & Schon, 1978).

4.2 Employees' Job Satisfaction (EJS)

Employees' job satisfaction (EJS) is one of the most studied constructs in the fields of organizational behavior and organizational psychology. According to Sree and Satyavathi (2017, p.85), EJS is defined as "the delightful emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values and "the extent to which people like or dislike their jobs." It is more of an attitude related with internal feelings of the employee towards the job and the organization (Mullins, 2016, Riggio, 2013). Satisfied employees will have positive views about the job which again serves as a competitive advantage to the organization (Westover, 2014, Sageer, Rafat, & Agarwal, 2012, Champoux, 2011).

These days, organizations could not afford to have dissatisfied employees. Dissatisfied employees are de-motivated and they could not enable the organization meet its goals. As a result, such employees will get fired and the act of firing underperforming employees will cause memory loss, recruitment and familiarization costs on the organization. On top of that, firing dissatisfied employees will have a threatening effect on the retained employees which may gradually result in low performance and emotional detachment of employees from the organization (Sinek, 2014; Simonsen, 1997).

According to Aamodt (2010), the antecedents of EJS are individual predisposition, satisfaction with life, job expectations, organizational fit, perceptions of fairness, coworkers, stressors and the job itself. These factors are assumed to affect the level of EJS which again affects organizational citizenship, turnover, absenteeism, tardiness, and counterproductive behaviors. Though their influence may vary from organization to organization; presence of friendly interpersonal relationships, reciprocal job interdependence and relational work designs are common determinant factors of EJS (Grant, 2007, Bachrach, Powell & Bendoly, 2006).

4.3 The Notion of Organizational Citizenship Behavior

These days, due to dynamism in customers' and stakeholders' interest, the concept of a work behavior that is beyond the scope of traditional performance indicators is getting attention in organizations (Alex, 2020, Organ, 1997). Such behavior is known with different names as organizational citizenship (OCB), pro-social behavior, organizational spontaneity and extra-role behavior (Van Dyne, Graham & Dienesch, 1994). OCB is literally defined as the willingness of

participants to exert effort beyond the formal obligations dictated by their positions (Thruvenkadam & Duraraj, 2017, Polat, 2009). It is also considered as a combination of interpersonal and volunteer actions and behavior that maintain the social and psychological environment in which the tasks of the organization are performed (Organ, 1997).

OCB plays multi-dimensional role and it is beneficial to both the organization and to employees. For the organization, it facilitates change, environmental concerns, resource usage and savings, reduces costs, and improves quality and increase customer satisfaction. For individual employees, OCB enables them to practice collaboration, voluntary participation, responsibility and interdependence (Polat, 2009).

Even though there are various models of OCB, the one developed by Organ (1997) composed of altruism, courtesy, conscientiousness, sportsmanship and civic virtue is used in different studies (Kittilertpaisanea, Chanchiprechab, & Khatiwat, 2014; Andrade, Costa, Estivalete, & Lengler).

4.4 Organizational Performance

Organizational performance (OP) deals with the actual output of an organization measured against intended objectives and goals (Sadeghi, Ahmadi, and Yazdi, 2016). Many scholars in the area agreed that public sector performance is a multi-dimensional concept which needs to be measured from different angles. However, there is no communality in the number and nature of performance dimensions developed by different authors. According to Trade (2000, cited in Ondoro, 2015, p. 716), public sector OP could be measured in terms of six general categories: effectiveness, efficiency, quality, timeliness, productivity and safety. Likewise, Meyers and Verhoest (2006) argued that public sector performance should be measured in terms of quality and quantity of outputs, efficiency, equity, outcomes, value for money and consumer satisfaction.

In 1992, Kaplan and Norton came up with the view that performance should be measured using multidimensional constructs so as to cover both financial and non-financial aspects of the organization. Hence, they developed the Balanced Score Card (BSC) with four perspectives viz. financial, customer, internal process and innovation. These perspectives are expected to be derived from the organization's mission, vision and strategy.

It is believed that BSC could enable organizations link their performance measures with strategies of each unit. It is considered applicable to any knowledge based organization to manage and evaluate business strategy, monitor operation efficiency, and communicate the whole process to its members (Balaboniene & Vicerskinie, 2015). In addition to serving as a diagnostic tool, BSC enables organizations to install interactive system whereby different stakeholders could overcome information asymmetries in decision making (Gao, 2015).

In fact, Ondoro (2015) and Ömürönülşen (2002) agree on the point that there is no single 'one best' approach to measuring organizational performance. But, what matters most is that there should be balance between what the results of quantitative performance measurement reveals and what qualitatively is told or observed in the measured organizations. Besides, problems occurred during operation, the effect of the results of the measurement on service seekers, stakeholders and the organization itself should also be assessed qualitatively.

4.5 Conceptual Framework

As it is clearly depicted by Figure 2.1, the appropriate type of OC defined in terms of Denison's (1997) four dimensions namely: adaptability, involvement, consistency and mission is expected to directly influence the level of OP which is measured from the perspectives of implementation of good governance and reform tools (FCSC, 2020). However, the direct effect of OC on OP is mediated by two intervening variables: EJS and OCB. Prevalence of an appropriate type of OC is expected to create higher levels of EJS, measured by Mullins' (2016) and Hackman and Oldham's (1976) dimensions (colleagues, leadership, pay, promotion, and autonomy, working conditions, training and development).

Then, the higher level of EJS will make positive influence on the level of the organizations' OCB which is measured from the perspectives of Organs (1997) five dimensions namely: altruism, courtesy, conscientiousness, sportsmanship and civic virtue. This smooth interaction among OC, EJS and OCB is presumed to have positive effect on the level of OP.

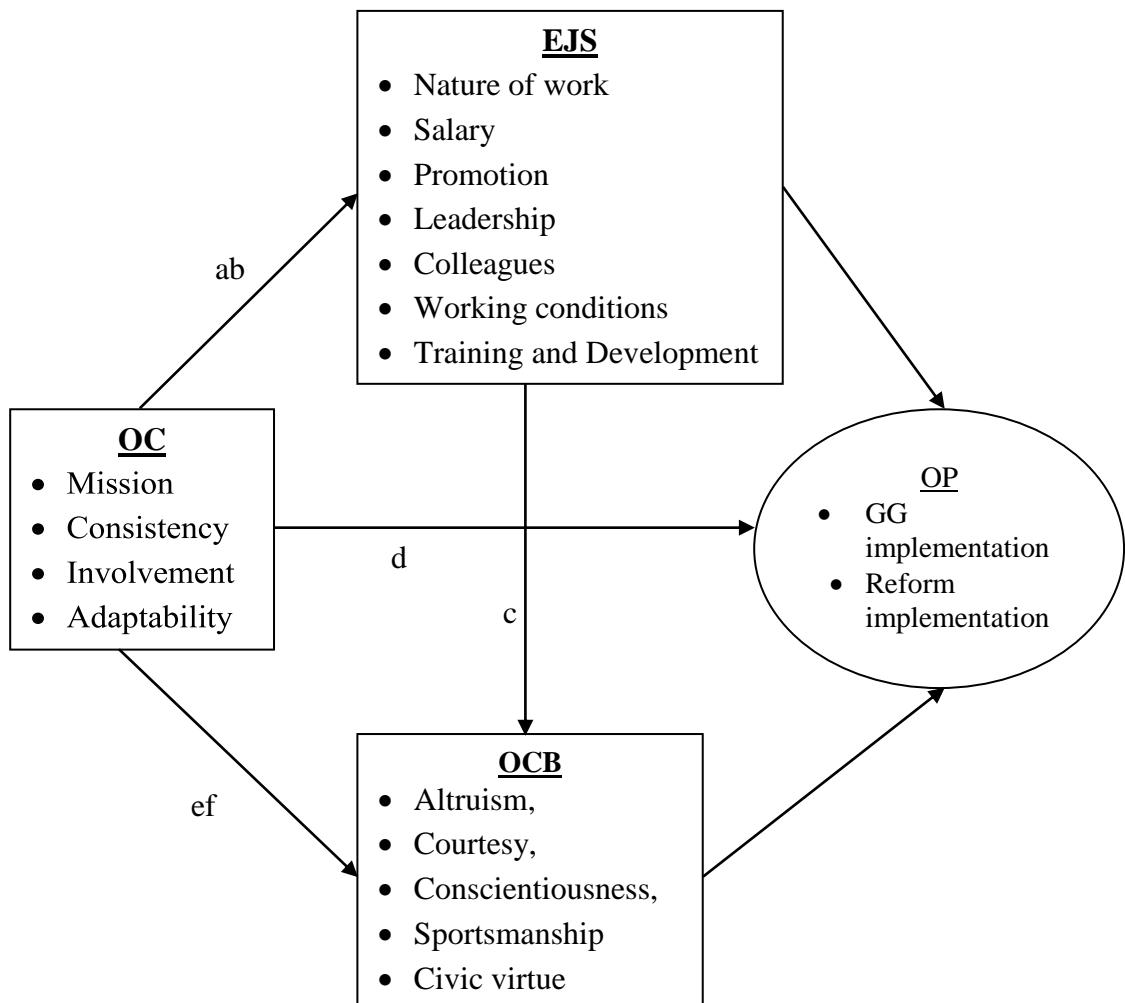


Figure 2.1: Conceptual framework of the study

Source: Developed by the researcher based on literature review, (2021).

5. Methods

5.1 Data Type, Research Design and Approach

Both primary and secondary data types were used for the purpose of this study. Primary data were collected from leaders and employees of the selected organizations. Besides, secondary data were taken from the FCSC's performance evaluation report (2020). This study adopted explanatory research design and an explanatory sequential mixed methods approach. In the first phase, quantitative data were collected and analyzed. The second phase begins by designing questions for interview based on results of the quantitative data analysis.

5.2 Population, Sample size and Sampling Technique

The population for this study was the number of employees of the three selected organizations. The total population size is 2,096. Sample size was calculated using Yamane (1967, p. 886, cited in Israel, 2003, P.4), which runs as: $n=N/1+N$ (e2). Accordingly, 727 employees were sampled. Then elements of this sample size were selected using simple random sampling technique. Likewise, purposive sampling technique was used to determine resourceful individuals vis-a-vis the questions set to be answered by this research. In view of that, Directors of the three organizations' human resource directorates were selected for key informant interviews.

5.3 Instrumentation

Three types of validated questionnaires were used. The OC questionnaire was adapted from the works of Umrani, Memon, Samo, and Shah, (2016). Similarly, the items of the EJS questionnaire were adapted from three validated scales. Major components were taken from the work of Ahmad, RenJye, Zulkifli and Bujang (2020). Besides, the items that measure promotion are adopted from Sharma, Rajnish, Misra, and Mishra, (2017). Whereas, items that measure job autonomy were adapted from the work design questionnaire developed by Morgeson & Humphrey (2005). And finally, the OCB questionnaire developed by Habeeb (2019), with organs' five dimensions was adopted for this study. On top of that, the secondary data on the studied organizations' performance was used as it is.

Validity of the instruments was checked via critical scrutiny of the literature and expert reviews. Besides, reliability test was conducted using Cronbach's alpha which witnessed that the overall alpha result of the questionnaire is .914.

5.4 Techniques of Data Analysis, Presentation and Interpretation

First, all the quantitative data were encoded in to SPSS and imported in to the AMOS software. Then, data analysis was done by employing both descriptive and inferential statistics. From the tools of descriptive statistics, mean was used in order to calculate the overall mean scores of the constructs. This was needed in to make the data more convenient and ready for inferential analysis. Next, structural equation modeling (SEM) was conducted by using AMOS. Besides, the multivariate analysis of variance (MANOVA) was used to investigate presence of a statistically significant difference in the studied organizations' nature of OC and levels of EJS and OCB. Results of the quantitative data analysis are presented using Tables and Figures. On the other

hand, the qualitative data were classified and categorized as per the thematic areas drawn in the interview guides. Then, these data are presented textually and interpreted in a narrative manner.

6. Data Analysis, Presentation and Interpretation

- **Fitness of the structural model**

Model fitness was checked and assured in terms of the model chi-square discrepancy, RMSEA, CFI and SRMR. As it is visible from Table 4.1, all measures of model fit were found within the acceptable margins.

Table 4.1: Model fit indices

Name of the measure	Value	Level of acceptance
Chi-square discrepancy	2.93	< 5
Root mean square error of approximation (RMSEA)	.05	<.08
Comparative fit index (CFI)	.97	>0.95
Standardized root mean square residual (SRMR)	.04	<.08

Source: Kelin (2005, p. 269-278).

- **Testing the Hypothesis**

Organizational culture has a statistically significant effect on organizational citizenship behavior

The structural model in Figure 4.1 indicates that the effect size of OC on OCB is .16 (16%). As it can be grasped from Table 4.2 this result is statistically significant at P<.05.

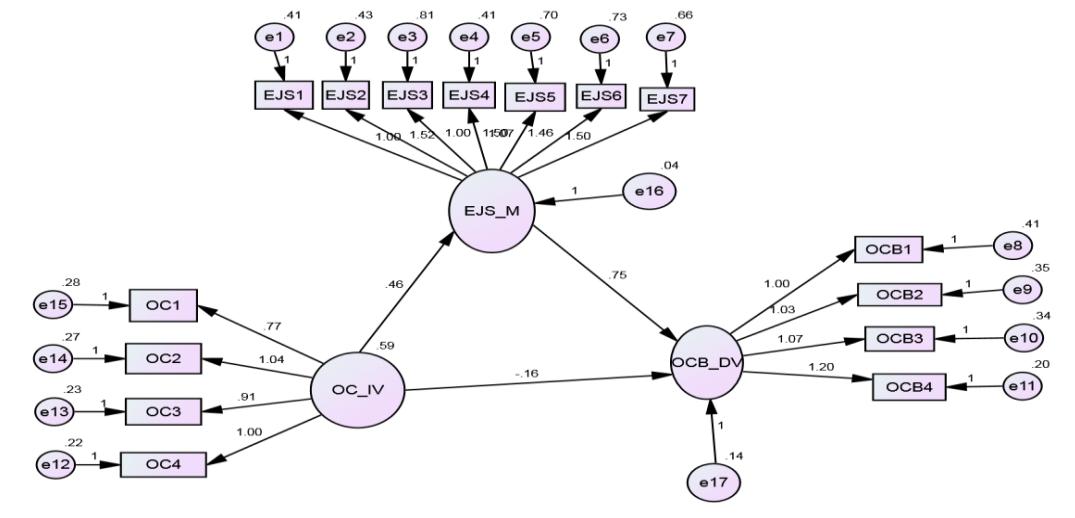


Figure 4.1: Structural model

Source: Own designed using AMOS, (2022).

Table 4.2: Regression weights

Construct	Estimates	S.E	C.R	P-value
OCB_DV → OC_IV	-.156	.073	-2.145	.032
EJS_M → OC_IV	.459	.034	13.302	.000
OCB_DV → EJS_IV	.752	.156	4.821	.000

Source: Own calculation using AMOS, (2022).

Therefore, the hypothesis ‘OC predicts the level of OCB in an organization’ is confirmed. This finding is similar with that of Mohanthy and Rath (2012), who concluded that OC is the powerful determinant of OCB in organizations.

Organizational culture has a statistically significant effect on employees' job satisfaction

Both the structural model in Figure 4.1, and the regression weights stated in Table 4.1 revealed that the effect size of OC on EJS is .46 (46%), which has perfect level of significance at $p<.05$. Hence, the hypothesis is confirmed. This finding aligns with that of Mahmood and Ahmed (2015) which states that OC has positive and significant effect on EJS.

Employees' job satisfaction has a statistically significant effect on the level of organizational citizenship behavior

Once again, results both in the structural model, Figure 4.1, and Table 4.1 displayed that the effect size of EJS on OCB is .75 (75%); which is perfectly significant at $P<.05$. This finding is similar with that of Andrade et al (2017) and Kittilertpaisanea, Chanchiprechab, and Khatiwat (2014), who concluded that work related values and job satisfaction influences the level of an organization’s citizenship behaviour.

Organizational culture has a statistically significant effect on organizational citizenship behavior via mediation of employees' job satisfaction

The mediation effect is calculated by the formulae ($a*b=y$), whereby ‘ a ’=.46 (OC → EJS), and ‘ b ’=.75 (EJS → OCB). Then: OC → EJS → CB=.46 * .75=.35 or 35%. To check whether this result is statistically significant or not, a Sobel test analysis was conducted using the Web calculator and the results presented in Table 4.3 indicated that the mediation effect is perfectly significant at ($p<.05$).

Table 4.3: Results of Sobel test on significance of the mediation effect

Test name	Test statistic	Standard error	P-value
Sobel test	4.530	.076	.000
Aroian test	4.519	.766	.000
Good man test	4.541	.076	.000

Source: Own calculation using the Sobel test Web calculator, (2022).

Therefore, it could be concluded that OC could better affect the level of OCB in an organization when it gets mediated by EJS. In other words, it is only when employees get satisfied with the various aspects of their organization's culture that they could reflect OCB. Organizations that have employees who practice OCB are guaranteed for high performance (Sadeghi, Ahmadi & Yazdi, 2016).

The studied organizations have statistically significant difference in their nature of organizational culture and levels of employees' job satisfaction and organizational citizenship behavior

The fifth hypothesis of this study was the point that MoE, FEACC and MoM scored high, medium and low levels of performance respectively due to the variation they have in the nature of their OC and the levels of EJS and OCB. MANOVA was conducted in order to check if such significant difference exists among the studied organizations.

Table 4.4: Multivariate tests

Multivariate Tests ^a							
Effects		V	F	Hypothesis df	Error df	Sig.	Partial Eta
Intercept	Pillai's Trace	.983	13089.004 ^b	3.000	687.000	.000	.983
	Wilks' Lambda	.017	13089.004 ^b	3.000	687.000	.000	.983
	Hotelling's Trace	57.157	13089.004 ^b	3.000	687.000	.000	.983
	Roy's Largest Root	57.157	13089.004 ^b	3.000	687.000	.000	.983
Organization	Pillai's Trace	.081	9.664	6.000	1376.000	.000	.040
	Wilks' Lambda	.919	9.849b	6.000	1374.000	.000	.041
	Hotelling's Trace	.088	10.035	6.000	1372.000	.000	.042
	Roy's Largest Root	.087	19.851c	3.000	688.000	.000	.080

a. Design: Intercept + Organization

b. Exact statistic

c. The statistic is an upper bound on F that yields a lower bound on the significance level.

Source: Own calculation using SPSS, (2022).

The Wilk's Lambda row of Table 4.4 indicates a value of .919 with Sig. level of .041, which is less than $P=.05$. Hence, there is a statistically significant difference among the studied organizations' OC, EJS and OCB. However, this result does not indicate the whereabouts of such difference. Hence, a test of between subjects effects was conducted which revealed that the studied organizations have perfectly significant difference in terms of their OC and EJS ($P=.000$). However, they do not have difference in their level of OCB ($P=.525$).

The next step is to find out whether the difference in OC and EJS exists among the three studied organizations or between two of them only. A post hoc test using one way ANOVA with Bonferroni adjusted alpha level of .017 was employed to search for the differences. And results are presented in Tables 4.5 and 4.6.

Table 4.5: Post hoc test on OC

Multiple comparisons						
Tukey HSD		Mean difference (I-J)	Std. error	Sig.	95% confidence interval	
Studied organization	(J) Studied organization				Lower bound	Upper bound
MoE	FEACC	.11503	.08695	.383	-.0892	.3193
	MoM	-.37146	.06218	.000	.2254	.5175
FEACC	MoE	-.11506	.08695	.383	-.3193	.0892
	MoM	.25640	.08197	.005	.0639	.4489
MoM	MoE	-.37146	.06218	.000	-.5175	-.2254
	FEACC	-.25640	.08197	.005	-.4489	-.0639

Source: Own calculation using SPSS, (2022).

Table 4.6: Post hoc test on EJS

Multiple comparisons						
Tukey HSD		Mean difference (I-J)	Std. error	Sig.	95% confidence interval	
Studied organization	(J) Studied organization				Lower bound	Upper bound
MoE	FEACC	.04880	.07041	.768	-.1166	.2142
	MoM	.30383*	.05035	.000	.1856	.4221
FEACC	MoE	-.04880	.07041	.768	-.2142	.1166
	MoM	.25504	.06637	.000	.0991	.4109
MoM	MoE	-.30383	.05035	.000	-.4221	-.1856
	FEACC	-.25504	.07041	.000	-.4109	-.09091

Source: Own calculation using SPSS, (2022).

The multiple comparisons made on OC and EJS indicated that there is statistically significant difference between MoE and MoM and FEACC and MoM. Nonetheless, MoE and FEACC have similar levels of OC and EJS.

At this stage, it is clearly identified that MoM differs from MoE and FEACC in its nature of OC and level of EJS. However, unless the effect size is of a standardized value, the statistical significance could not be meaningful in the real settings of the studied organizations. Practical significance of this difference is tested by the effect sizes and mean scores of the studied organization on OC, EJS and OCB as presented in Table 4.7.

Accordingly, the effect size on OC is .052, on EJS, .056 and on OCB is .002. According to Cohen's (1988, pp. 284-287) categorization of effect sizes; .2 as small, .5 as medium and .8 as large for group comparisons; the effect sizes of all the dependent variables of the current study are trivial. This leads to the conclusion that the difference in the studied organizations' level of performance might not be caused by their difference in the nature of OC or the levels of EJS and OCB, but by other factors that are not included in this study.

Table 4.7: Tests of between subject effects

Tests of Between-Subjects Effects							
Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	Total OC	20.413a	2	10.206	18.851	.000	.052
	Total EJS	14.566b	2	7.283	20.514	.000	.056
	Total OCB	.264c	2	.132	.644	.525	.002
Intercept	Total OC	5090.046	1	5090.046	9400.908	.000	.932
	Total EJS	5036.867	1	5036.867	14186.846	.000	.954
	Total OCB	7286.043	1	7286.043	35555.551	.000	.981
Organization	Total OC	20.413	2	10.206	18.851	.000	.052
	Total EJS	14.566	2	7.283	20.514	.000	.056
	Total OCB	.264	2	.132	.644	.525	.002

Source: Own calculation using SPSS, (2022).

Moreover, the above conclusion is supported by the moderate level mean score values of the studied organizations (Andrew, 2017) on OC (MoE =3.241, FEACC=3.126) and MoM =2.869). On EJS (MoE=3.180, FEACC= 3.131, and MoM=2.867). Nonetheless, the organizations' mean scores on OCB are relatively high (MoE= 3.673, FEACC= 3.667, and MoM=3.710).

The qualitative data gathered via interview also supports the quantitative findings. Due to frequent introduction of various change tools and leadership reshuffling, there is system disruption and lack of consistency. The studied organizations have adaptability problems. Even though a need for intervention is identified, there are delays in taking measures. Likewise, the mission is not well-communicated to staff members to the extent that makes it a guiding compass for their day-to day activities. In other words, the mission does not seep in to the daily routines of every employee. Employees' involvement in strategic decisions is also very weak. The studied organizations focus more on following formalities and routines instead of scanning the task environment and acting accordingly.

The main cause of employees' dissatisfaction in the organizations is the low pay scale and lack of fringe benefits. On top of that the FCSC's job evaluation and grading (JEG) design raised a lot of grievances on the organizations. In order to address issues of employees' dissatisfaction, the organizations are taking different measures such as establishing credit associations and providing subsidized cafeteria services.

The interviewees also explained that, even though employees' are not satisfied, they always give positive feedback that could improve the organization's performance. They have strong belief in their organizations' ability to make positive and fundamental impact on the lives of citizens.

7. Discussions

The intriguing finding of this study is that the studied organizations' have moderate level mean scores on the nature of their OC and levels of EJS; but, they have relatively higher mean score values on their level of OCB. This finding is inconsistent with theories that assume presence of the right OC and higher levels of EJS as determinants of higher levels of OCB. This inconsistency was reconciled by further scrutiny and analysis of antecedents of OCB. Accordingly, it was found out that the cause of the relatively higher mean scores on the studied organizations level of OCB is not presence of the right culture and employees' satisfaction with

their jobs (Cascio, 2003). Instead, it was derived by the interdependent nature of the jobs' design (Bachrach, Powell & Bendoly, 2006, Procter & Currie, 2004), employees' personal dispositions, the public serving nature of the jobs and content of the public sector values which are highly intertwined with humanity and altruism (Rayner, Lawton, & Williams, 2012, Grant, 2007). However, even though public organizations could have higher levels of OCB no matter what the nature of their OCs or levels of EJS are; this scenario could not perpetuate sustainably and maximize OP unless supported by the public sector leaders' act of designing a contextually right OC and ensuring EJS as much as possible.

Another critical finding of this study is that the studied organizations were ranked as high, medium and low level performers in reform and good governance (FCSC, 2020). However, given the absence of practically significant difference among the organizations' nature of OC and levels of EJS and OCB, there could not be such difference in their levels of performance. As stated by Diefenbach (2009), such difference in performance could have been resulted from the flaws in measurement characterized by limited depth, breadth and inability to absorb organizational complexities. Technically, the measurement focuses on hard and orthodox indicators such as efficiency, productivity, cost and technical performance (Ömürgeonülşen, 2002). What makes it worse in the case of the studied organizations is that the subject measured was not achievement of the organizations' main objectives and goals, but the procedural issues on the implementation of reform and good governance.

8. Conclusion

Results of the SEM analysis revealed that, OC has a positive and statistically significant direct effect on OCB. Besides, the indirect effect of OC on OCB via the mediation role of EJS is found positive and statistically significant. Despite presence of statistically significant differences in the nature of OC and levels of EJS between MoE and MoM and FEACC and MoM, all of the studied organizations have relatively higher levels of OCB. Nonetheless, the effect sizes and standardized mean score values of OC, EJS and OCB of the studied organizations show that there is no practically significant difference among the studied organizations' nature of OC and levels of EJS and OCB.

This finding leads to the conclusion that the difference in the studied organizations' level of OP was not mainly caused by nature of their OC and levels of EJS and OCB. Rather, it happened due application of flawed measurement indicators. What makes it worse is that the performance results were not cross-checked via various techniques such as employees' reflections; comments of the oversight bodies and comparisons with the practical reality of the organizations. The implications of these findings are that the flawed performance reports may mislead decision makers and affect moral of members of those organizations whose performance is rated as low. Besides, findings of such flawed performance measurements could not serve as means of organizational learning and development.

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