

Moderating Effect of Perceived Organizational Support on the Relationship between Motivations for Contract Employment and Customer-Oriented Organizational Citizenship Behavior

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Abstract

Contract employees in the Nigerian banking industry are involved in a tripartite employment relationship where employees are hired by employment agency and deployed to work in the banks. Anchored on Self-determination theory and Organizational Support theory, the study examined the moderating effect of perceived organizational support (POS) in the relationship between motivation for choosing contract employment and Customer-Oriented organizational citizenship behavior. Based on a sample of 247 contract employees drawn from the Nigerian banking industry, the study hypotheses were tested using SmartPLS-3.2.7. The result demonstrated a significant negative relationship between voluntary motivation and the behavioral outcome of Customer oriented OCB (COOCB). Also, a significant positive relationship was found between involuntary motivation and COOCB. Surprisingly, the study revealed that stepping stone motivation is not significantly related to COOCB. The study

further provided evidence that POS moderate the relationship between voluntary motivation and COOCB.

Keywords: contract employment, voluntary motivation, involuntary motivation, stepping stone motivation, coocb, perceived organizational support

1. Introduction

The profound feature of the global labor market is the gradual but phenomenal growth of non-standard employment (NSE). For over two decades, researchers have captured this proliferation in the use of non-standard employment arrangements in most organizations (Svensson et al., 2022; Hünefeld et al., 2019; Cho, 2018; Diamond, 2018; Horemans, 2016; Connelly & Gallagher, 2004; Houseman & Osawa, 2003; Kalleberg, 2000 etc.). This global trend in the employment relationship is evident in the Nigerian labor market. The employment pattern unfolding in Nigerian employment landscape shows that contract employment is fast becoming the prevalent form of nonstandard work arrangement particularly in the Banking industry (Fapohunda, 2012). The variant of contract employment prevailing in the Nigerian banking industry is a triad job relationship involving the job contractors (employment agencies), the host organizations (Banks), and the employees. In this pattern of nonstandard employment (NSE) relationship, employees are hired by contractor firms but deployed to work in another entity (host/client organizations) (Boswell et al., 2012). Job positions that hitherto were occupied by permanent employees are now been filled by contract employees. This paradigm shift from the use of permanent employment to the reliance on contract employment is precipitated by organizational quest for flexibility (Chiu, Lin and Han, 2015). According to Kalleberg (1999) the reliance on nonstandard (contract) employment in advanced economies is attributable to the desire to bring down cost to cope with global competition occasioned by globalization and trade liberalization.

In general, nonstandard employment has been acknowledged as a vulnerable work devoid of several normal employment benefits, job security, as well as work-related opportunities compared to permanent employment (Layte, O'connell, and Russell, 2008; MacPhail and Bowles, 2008; Standing, 2008). Despite the poor working conditions that contract employees are subjected to, job seekers often accept this type of engagement. Research evidence has pointed to the fact that these individuals accept the employment arrangement for several reasons which have implications for their behavior within the organization.

Extant literature have investigated the effect of motivation for pursuing nonstandard employment on such organizational outcomes as job satisfaction (Ellingson, 1998; Tan and Tan, 2002; De Cuyper and De Witte, 2008 etc.), organizational performance (Ellingson, 1998; Tan and Tan, 2002 etc.), employee well-being (Lopes and Chambel, 2014:2015) etc. However, researchers have paid little attention to the study of the effect of motivation for choosing nonstandard employment arrangement on the COOCB. Similarly, there is lack of research linking motivation types and COOCB in the study area. This study is therefore an attempt fill

this void by examining the influence of individual motives for accepting contract employment on the employees' citizenship behavior toward the bank customers. The study further investigated the moderating effect of POS on the relationship between motivation for accepting nonstandard work and COOCB.

2. Literature Review & Hypotheses Development

2.1 Motivation for Contract Employment

The study of human motivation provides a framework for discerning human action. Motivation denotes the urge to act persistently to accomplish goals. The complexity of employee motivation underpinning the acceptance of contract employment have been captured by researchers in different disciplines within the social sciences (e.g. Tan and Tan, 2002; De Jong et al., 2009; Lopes & Chambel, 2014; Muzzolon, Spoto, and Viddoto, 2015; Underthun & Aasland, 2018). Traditionally, the motivations for pursuing contract employment or any form of nonstandard employment are grouped into voluntary and involuntary motivation (e.g. Bernasek and Kinnear 1999; Brown and Gold, 2007; Connelly and Gallagher 2004; Ellingson et al., 1998).

Voluntary motivation refers to free/deliberate choice of contract employment for such reasons as freedom, variety, flexibility, skills development etc., while involuntary motivation reflects forced choice of nonstandard work owing to high rate of unemployment, lack of alternative, finding permanent job position etc. (Feldman et al., 1995; George et al., 2010). In the same vein, Tan and Tan (2002) identified six motives underlining individual pursuit of nonstandard work: family, economic incentives, skills development, personal choice, means to achieve permanent job, and inability to secure permanent job. In aggregate, Tan and Tan (2002) distinguish between voluntary (family, economic incentives, skills improvement, personal preference) and involuntary (means to achieve permanent job, and inability to secure permanent job).

However, according to de Jong et al. (2009) voluntary/involuntary dichotomy may not reflect the meaning and array of motives for pursuing contact employment arrangement. They posit that certain motive like stepping stone can neither be classified under voluntary nor involuntary. Thus, drawing upon Self-Determination theory (SDT, Ryan & Deci, 2000) which differentiates between autonomous and controlled motivation, de Jong et al. (2009) proposed three motivations for pursuing nonstandard employment (contract employment) namely: Voluntary, Involuntary, and Stepping stone motivations. Voluntary motivation reflects the employee motivation to accept NSE arrangement induced by the desire for freedom, flexibility, and diversity associated with the work arrangement (Ellingson et al., 1998; Tan & Tan, 2002). It constitutes a semblance of autonomous motivation in SDT, described as the acceptance of an activity on account of its importance in the pursuit of personal goals (Ryan and Deci, 2000). Involuntary motivation on the other hand, refers to the forced choice of NSE occasioned by the difficulty in finding permanent employment, and to stay away from

unemployment (Tan and Tan, 2002; Heinrich, Meuser and Troske, 2005). De Jong et al. (2009) identified the third motive as stepping stone, which represents the drive to accept contact employment as a means to gain permanent job placement. Thus, in the current study motivation for accepting contract employment is grouped into – voluntary motivation, involuntary motivation, and stepping stone motivation.

2.2 Customer-oriented OCB (COOCB)

Based on the work of Barnard (1938) and Katz (1964), Smith, Organ and Near (1983) organizational citizenship behavior (OCB) was conceptualized as employee behavior at work that are neither captured by employee's formal job description nor covered by organization's reward system. The term OCB was first coined by Bateman and Organ (1983) who described OCB as those behaviors that: (a) are not captured in the formal job descriptions, (b) promote social treatment, and (c) are outside task performance. Organ (1988: p4) provides explicit definition of OCB as "behavior(s) of a discretionary nature, that are not part of employees' formal (role) requirements, but nevertheless promote the effective functions of the organization". According to Organ (1988) organizational citizenship behavior is characterized by crucial features: the behavior is (a) voluntary, (b) not explicitly acknowledged by the formal reward system, and (c) promotes organizational effectiveness.

In a subsequent development Organ (1988) developed a multidimensional model of OCB made up of five dimensions: *altruism, courtesy, conscientiousness, civic virtue, and sportsmanship*. Organ's five-dimensional model represents the most widely acknowledged in OCB research (Gonzalez and Garazo, 2006). However, Williams and Anderson (1991) offered an alternative two-dimensional conceptualization based on Organ's (1988) classification of OCB dimensions. According to these researchers, OCB can be classified into OCBI (organizational citizenship behavior-individual) and OCBO (organizational citizenship behavior-organization). OCBI represents positive behaviors aimed directly at individual which indirectly enhance organizational effectiveness, such as helping colleagues and behaving courteously to coworker. In contrast, OCBO denotes behaviors displayed by employees outside formal job description which directly benefit the organization such as projecting positive image of the firm to outsiders and keeping up with vagaries in the organization (González and Garazo, 2006; Williams and Anderson, 1991).

Academic discourse on OCB has focused largely on the OCB that are generally applied in different types of organizations (Bettencourt et al., 2001). It is submitted that some types of OCBs "are probably more appropriate for certain types of organizations than others. Service companies have special requirements on dimensions related to dealing with customers" (Borman and Motowildo (1993:90). Thus, following Williams and Anderson's (1991) taxonomy, Dimitriades (2007) proposed a new category of OCB: Customer-oriented organizational citizenship behavior (COOCB). Accordingly, Dimitriades (2007) defined COOCB as a constellation of voluntary employee behaviors arising from independent individual initiatives which enhance service delivery and customer satisfaction. COOCB is

the category of OCB most relevant to service industries (Dimitriades, 2007; Wu, et al, 2013), and it is of extreme value in promoting quality service delivery to customer, customer satisfaction, and hence, effective performance of service establishments (Hennig-Thurau, 2004; Podsakoff and McKenzie, 1997).

2.3 Motivations and COOCB

Self-determination theory (SDT) is described as the useful model that provides theoretical explanation for the nexus between motivation types and employee behavior (Lopes and Chambel, 2014). According to SDT, people have different motivation for engaging in a task or action, and this has different implication on the quality of their behavior (Ryan and Deci, 2000). Based on self-determination theory, individual motivation for accepting contract employment can be grouped into: voluntary, involuntary, and stepping stone motives (De Cuyper and De Witte, 2008). These motivation types, scholars argued, are central to the individual decision to engage in citizenship behavior (George et al., 2010; Moorman and Harland, 2002).

Although with mixed findings, dominant empirical evidence lends credence to this argument. For instance, consistent with the self-determination theory, research evidence suggests that voluntary motives are associated with favorable responses such as employee satisfaction on the job, employee well-being, citizenship behavior etc., while involuntary motives are associated with unfavorable responses such as employee burnout, intention to quit etc (Lopes and Chambel, 2015; lopes and Chambel, 2014; De Cuyper and De Witte, 2008). Additionally, stepping stone motivation was found to be positively associated with contract employees' behavior (De Jong et al., 2009; De Cuyper and De Witte, 2008). Against this backdrop, this study hypothesized the following relationships:

H1: There is significant relationship between voluntary motivation for accepting contract employment and COOCB.

H2: There is significant relationship between involuntary motivation for accepting contract employment and COOCB.

H3: There is significant relationship between stepping stone motivation for accepting contract employment and COOCB.

2.4 Perceived Organizational Support as Moderator

Empirical evidence suggests that perception of organizational support elicits positive changes in employee's job attitude and behavior such as organizational commitment (e.g., Elstad et al., 2013; Bilgin and Demirer, 2012) engagement (e.g., Biswas et al., 2013; Inoue et al., 2013) organizational citizenship behavior (e.g., Chiang et al., 2013; Cheung, 2013; Chen et al., 2013). Similarly, the result of meta-analysis by Rhoades and Eisenberger (2002) demonstrate a strong positive relationship between POS and affective commitment. These results were obtained using samples of standard employees; however, documented evidence in the

literature suggests that contract workers, like their standard counterpart, respond with positive work behavior when they feel that the client organization values their contributions and care about their needs. This argument is corroborated by the assertion that fair treatment by client organization prompts contract employees to respond with increased productive and decreased counter-productive behavior (De Cuyper, De Witte and Van Emmerik, 2011).

The study by Giunchi et al. (2015) reported that perceived organizational support from client organization has significant relationship with contract employees' affective commitment to the organization. This result confirmed findings in the earlier studies (Connelly et al., 2007; Coyle-Shapiro and Morrow, 2006; Liden et al., 2003).

Previous research efforts have revealed that perceived organizational support is fundamental in moderating organizational relationships (Hur et al., 2013; Cheng et al., 2016; Han et al., 2016). A study by Webster and Adams (2010), for instance, tested the moderating effect of such organizational context factors as perceived organizational support and psychological contract fulfillment in the relationship between preferred work status and job performance. The result of the study revealed that perceived organization support moderate the relationship between preferred work status and employee extra-role behavior (organizational citizenship behavior). Consistent with the above argument and empirical findings, this study proposed that:

H4: POS moderates the relationship between voluntary motivation for contract employment and COOCB.

H5: POS moderates the relationship between involuntary motivation for contract employment and COOCB.

H6: POS moderates the relationship between stepping stone motivation for contract employment and COOCB.

3. Conceptual Framework

The proposed framework for the study, developed based on the postulation of Self-determination theory and organization support theory, consists of the types of motivation for accepting Nonstandard employment as the exogenous variables, while the employees' display of customer-oriented organizational citizenship behavior (COOCB) as the endogenous variable, and POS as moderating variable. Thus, Figure 1 depicts the conceptual framework of the study.

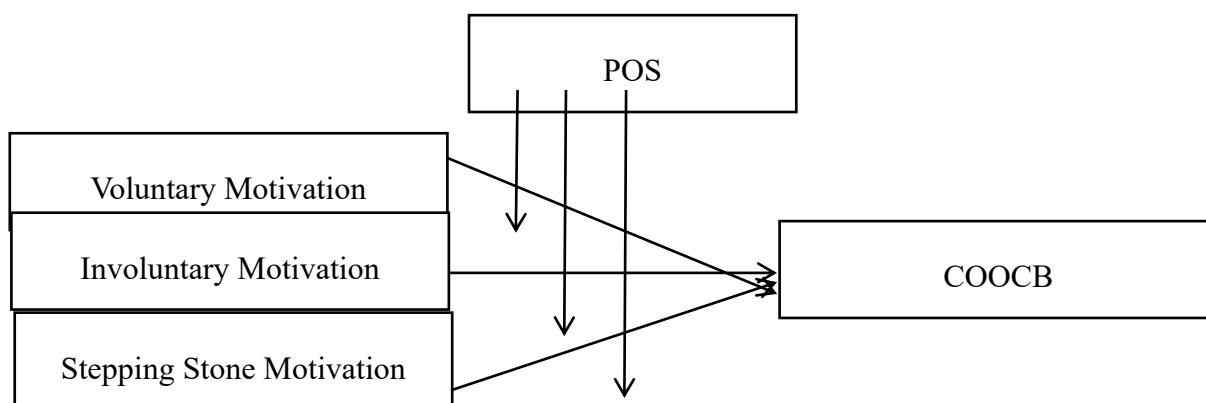


Figure 1. Conceptual Framework for the study

3.1 Underpinning Theories

This study is underpinned by the work motivational theory of self-determination (SDT) and Organizational Support theory (OST). SDT originated from the groundbreaking work of Edward Deci in the late 1960s. It is a multifaceted theory which permits assessment of levels and different forms of motivation (Deci and Ryan, 2008). While a number of motivation theorists have considered motivation as a unitary concept, SDT identified forms of human motivation, each of which is theoretically, experientially, and operationally distinguished. The theory postulates that individual performance and well-being is contingent upon the type of motivation they have for their job activities (Deci, Olafsen and Ryan, 2017).

In keeping with postulations of SDT, this study classified motivation for accepting non-standard employment into voluntary motives (intrinsic motivation and integrated regulation), stepping stone motive (identified regulation), and involuntary motive (external and introjected regulations) as adopted from previous studies on non-standard employee motivations based on SDT (e.g., De Cuyper et al., 2008; De Jong et al., 2009). Empirical evidence suggests that motives are related to loyalty and organizational commitment, both of which have connection with employee extra-role behavior i.e. citizenship behavior (Riketta, 2002). Thus, in this study, SDT is considered to provide theoretical support to the relationship between motivation types and customer-oriented organizational citizenship behavior.

OST on the other hand, lent theoretical support for POS as a moderating variable in the framework. According to Baren et al. (2012) the main construct within OST is perceived organizational support. According to OST, perceived organizational support depends largely on employees' attribution concerning the intentions underlying their favorable or unfavorable treatment by the organization. The theory postulates that employees develop perception of organizational support as a reaction to their socio-emotional needs and the firm's preparedness to compensate increased efforts made on its behalf (Eisenberger et al., 1986; Shore and Shore, 1995; Rhoades and Eisenberger, 2002).

4. Methodology

4.1 Research Respondents and Procedure

The research data were gathered from the banks in the North Central region of Nigeria through the use of survey questionnaires. The respondents of the study represent the employees hired on contract basis by banks. Convenient sampling technique was utilized to collect data from the respondents across three states viz: Niger, Kwara and plateau States as well as Federal capital Territory (Abuja). Before the distribution of the survey, approval was sought from the respective bank branch managers, and confidentiality of the data collected was guaranteed. A total of 450 questionnaires were distributed through delivery and collection mode. At the end of the exercise, 339 questionnaires were returned, out of which 247 questionnaires were found usable and considered for data analysis representing 55% response rate.

4.2 Measure

Motivation construct was measured using Temporary Agency Workers Motivation scale developed by Lopes and Chambel (2014) based on self-determination theory. Voluntary motivation was measured by eight-item scale using Likert scale ranging from 1 (not at all) to 7 (exactly). The internal consistency of the items measured by Cronbach's alpha was 0.952. Involuntary motivation was measured by four-item scale ranging from 1 (not at all) to 7 (exactly). The Cronbach's alpha of the items was 0.949. Stepping stone motivation was measured by four-item scale ranging from 1 (not at all) to 7 (exactly), with an alpha of 0.874.

COOCB was measured by the instrument seven items developed by Dimitriadis (2007) on a scale of 1 (strongly disagree) to 7 (strongly agree). The coefficient alpha of the measurement was 0.914. Perceived organizational support was measured using items adapted from the Survey of Perceived Organization Support (SPOS) developed by Eisenberger et al. (1986). The survey includes such items as "The organization is willing to help me when I need a special favor" and "The organization cares about my satisfaction at work". The items are measured on a scale of 1 (strongly disagree) to 7 (strongly agree). The authors reported internal reliability coefficient (Cronbach's alpha) of 0.97.

5. Analysis & Results

5.1 Descriptive Statistics and Correlations

The data collected were analyzed using SPSS 25 and variance based structural equation modeling (PLS-SEM). The analysis descriptive statistics and correlations were conducted using SPSS, while measurement model and structural model assessments were carried out using Smart-PLS. Table I depicts the results of the descriptive analysis of the study variables as well as the correlations among the constructs. This result further indicates absence of collinearity as the correlations among predictor variables were less than 0.9 (Hair et al., 2010; Pallant, 2010).

Table I. Descriptive statistics and correlations for study variables

	Mean	SD	1	2	3	4	5
1. VM	1.80	1.25	1				
2. INV	4.00	2.15	.311**	1			
3. SSM	4.47	1.77	.287*	.449**	1		
4. POS	4.26	.092	.018**	.05	.25**	1	
5. COOCB	5.50	1.23	-.170**	.036	.253**	.34**	1

Note: VM = Voluntary Motivation; INV = Involuntary Motivation; SSM = Stepping stone Motivation; POS = Perceived organizational support; COOCB = Customer-oriented organizational citizenship behavior; * $p < 0.05$; ** $p < 0.01$

5.2 Assessment of Measurement Model

The first stage in the two-step process in PLS-SEM recommended by Hair et al. (2017) is the development of the measurement model.

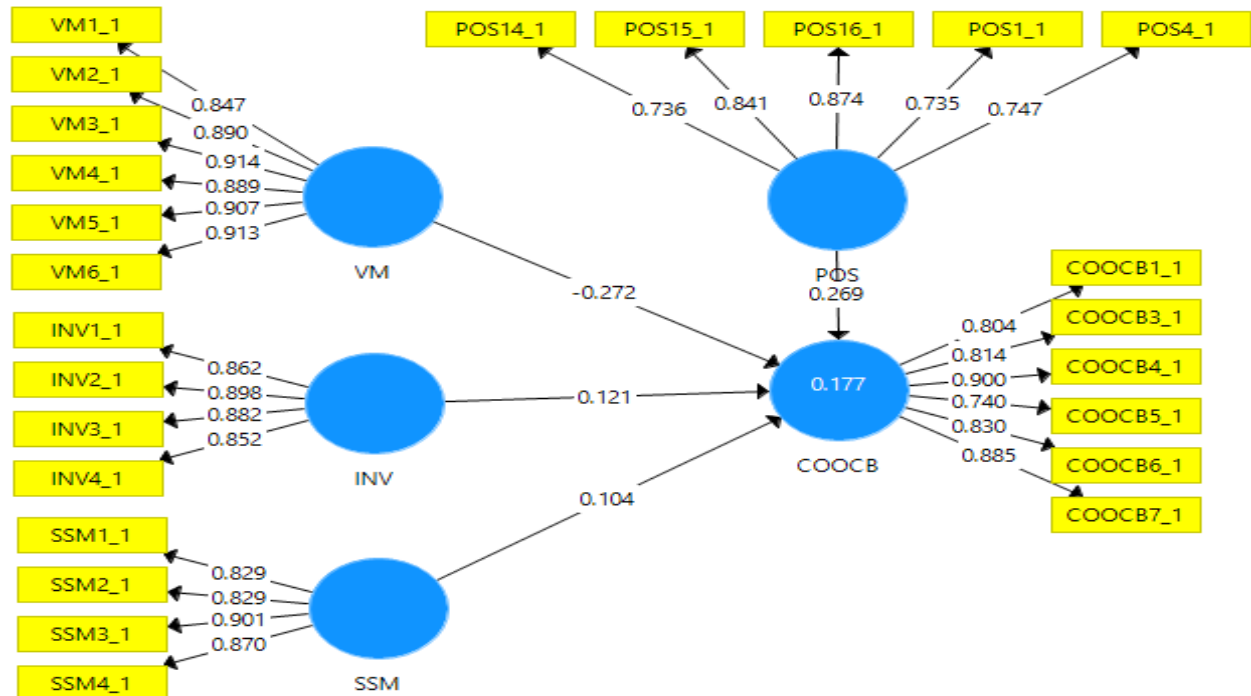


Figure 2. Measurement Model

Assessment of measurement model enables the researchers to establish the evidence of the quality of the construct measures in terms of their reliability and validity. Anderson and

Gerbing (1982) pointed out that proper specification of measurement model is essential for the structural model to be meaningful. Thus, the study conducted an assessment of the measurement model to establish the validity and reliability of the constructs.

5.2.1 Individual Item Reliability

The study examined the reliability of each individual item of the construct by measuring the outer loadings of each construct (Hair et al., 2017). The study adopted stringent measure where the indicator with an outer loading below 0,7 were removed from the analysis. Thus, only items loadings 0.7 and above were considered for further analysis. Table 2 shows the results of the individual item reliability. The result revealed that the indicators for the constructs are sufficiently reliable as each has a loading above the threshold 0.7.

Table 2. Outer Loading, Cronbach's Alpha, Composite Reliability and Average Variance Extracted

Items	Outer Loading	Cronbach's Alpha	Composite Reliability	Average Variance Extracted	Variance
Customer-Oriented OCB		0.910	0.920	0.668	
COOCB1	0.804				
COOCB3	0.814				
COOCB4	0.900				
COOCB5	0.740				
COOCB6	0.830				
COOCB7	0.885				
Voluntary Motivation		0.949	0.960	0.779	
VM1	0.847				
VM2	0.890				
VM3	0.914				
VM4	0.889				
VM5	0.907				
VM6	0.913				
Involuntary Motivation		0.898	0.928	0.764	
INV1	0.862				
INV2	0.898				
INV3	0.882				
INV4	0.852				
Stepping Stone Motivation		0.882	0.918	0.736	
SSM1	0.829				
SSM2	0.829				
SSM3	0.901				
SSM4	0.870				
POS		0.854	0.891	0.623	
POS1	0.736				
POS4	0.841				
POS14	0.874				
POS15	0.735				
POS16	0.747				

5.2.2 Internal Consistency Reliability

The measurement model also provides empirical evidence or otherwise of internal consistency reliability. The Cronbach's alpha as well as composite reliability scores were considered as the more appropriate measure of internal consistency (Hair et al., 2017). Composite reliability varies between 0 and 1, with higher values suggesting higher level of reliability. According to Hair et al. (2017) the values between 0.60 and 0.70 indicate an acceptable level of reliability. Table 2 presents the results of internal consistency test for the constructs. The results revealed that the constructs exhibit sufficient reliability as each construct has composite reliability score above 0.8, and Cronbach's alpha values above the threshold of 0.7.

5.2.3 Convergent Validity

The test of convergent validity was conducted to discern the strength of relationships between items that are predicted to represent a single latent construct. The validity was assessed by examining the average variance extracted (AVE). Based on Fornell and Larcker (1981) criterion, a high AVE ($> .5$) indicates high convergence validity. The result of the test, as shown in Table 2, revealed that the AVE for each exceeds the threshold of 0.5 indicating that there was evidence of convergent validity.

5.2.4 Discriminant Validity

One fundamental aspects of measurement model evaluation involves establishing discriminant validity (Anderson and Gerbing, 1988). Discriminant validity represents the degree of distinctiveness of a construct from other constructs in a model. The study employed two approaches to ascertain the discriminant validity of the study constructs viz; the Fornell-Larcker criterion and the Heterotrait-Monotrait ratio (HTMT). Fornell-Larcker criterion measures discriminant validity through the comparison between the square root of average variance extracted values and that of the latent variables in the correlation matrix (Hair et al., 2017). There is the presence of discriminant validity when the square root of AVE for a construct is greater than the value of correlation with other construct (Fornell-Larcker, 1981). The results as revealed in Table 3 revealed the presence of discriminant validity.

Table 3. Fornell-Larcker Criterion

	COOCB	VM	INV	SSM	POS
COOCB	0.830				
Voluntary Motivation	-0.207	0.894			
Involuntary Motivation	0.193	0.061	0.874		
Stepping Stone Motivation	0.220	0.072	0.375	0.858	
POS	0.275	0.187	0.182	0.336	0.789

A more reliable measure of discriminant validity as suggested by Henseler et al. (2015) and Hair et al. (2017) is the Heterotrait-Monotrait ratio. HTMT is “the ratio of between-trait correlations to the within-trait correlations” (Hair et al., 2017). Although the threshold level is debatable, Henseler et al. (2015) suggested a threshold value of 0.9. In other words, an HTMT value above the threshold of 0.9 indicates an absence of discriminant validity. Table 4 reports the result of discriminant validity assessment using HTMT. The result revealed that the values of HTMT are less than 0.9 suggesting that the construct are not only theoretically but also empirically distinct from each. In other word, the result revealed that the constructs of the study exhibit sufficient discriminant validity.

Table 4. Herotrait-Monotrait Ratio (HTMT)

	COOCB	VM	INV	SSM	POS
COOCB					
Voluntary Motivation	0.208				
Involuntary Motivation	0.212	0.078			
Stepping Stone Motivation	0.236	0.104	0.430		
POS	0.285	0.232	0.192	0.396	

5.3 Assessment of Structural Model

Structural model represents the theoretical model depicting the interrelationships between the study constructs. The focus of the structural model evaluation is the examination of the model’s predictive capabilities and the establishment of the relationship between exogenous variables and the endogenous construct. Following the guideline put forth by Hair et al (2016) evaluation of structural mode include estimating the path coefficients, the coefficient of determination (R^2), significance levels derived from the corresponding t-values, and Geisser's Q^2 .

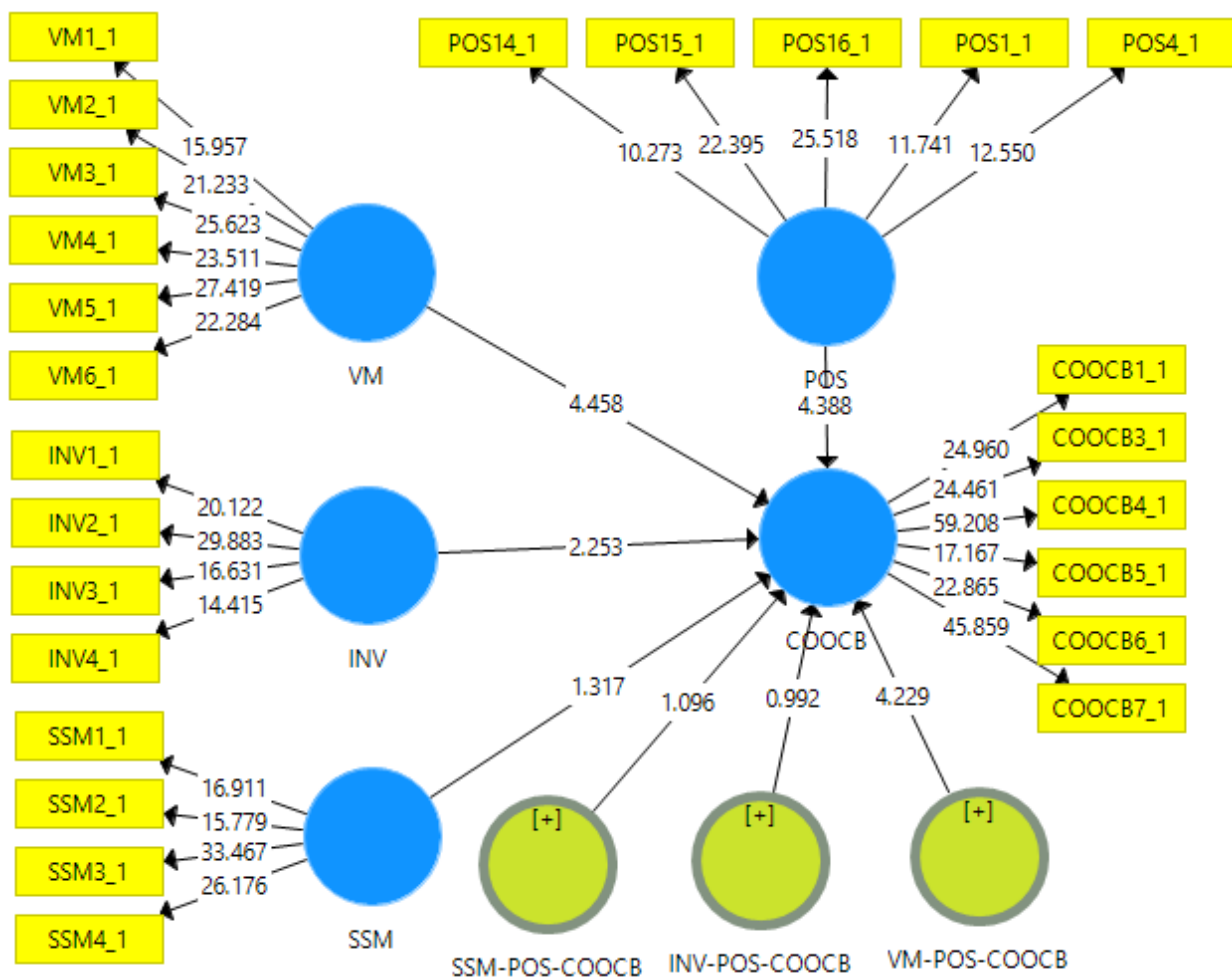


Figure 3. Structural model of the study

5.3.1 Path Coefficient

The individual paths were assessed with a view to testing the hypothesized relationship among the variables in the structural model. In assessing the statistical significance of PLS path, the study employed the bootstrapping procedure with 5,000 resample.

Table 5 reports the results of the bootstrapping procedure. The results indicate a significant relationship between voluntary motivation and COOCB ($\beta = -0.238$, $t = 4.458$, $p = 0.000$). Furthermore, the results revealed a significant relationship between involuntary motivation and COOCB ($\beta = 0.120$, $t = 2.253$, $p = 0.024$). Surprisingly, no significant relationship was found between stepping stone motivation and COOCB ($\beta = 0.079$, $t = 1.317$, $p = 0.188$). Therefore, hypotheses H1 and H2 are supported, while H3 is not supported.

With regards to the moderating effect of perceived organizational support, the study revealed that POS significantly moderate the relationship between voluntary motivation and COOCB ($\beta = 0.119$, $t = 4.229$, $p = 0.000$). The results further showed that the moderating effect of POS on the relationship between involuntary motivation and COOCB is insignificant ($\beta = 0.007$, $t =$

0.992, $p = 0.000$). Similarly, no significant moderating effect of POS was found in the relationship between stepping stone motivation and COOCB ($\beta = -0.032$, $t = 1.096$, $p = 0.273$). Consequently, H1, H2 and H4 are supported, while, H3, H5 and H6 are not supported.

Table 5. Path Coefficient (Hypothesis Testing)

Hypothesis	Relationship	Beta(β)	Standard error	T Statistics	P Value	Decision
H1	VM -> COOCB	-0.258	0.058	4.458	0.000	Supported
H2	INV -> COOCB	0.120	0.055	2.253	0.024	Supported
H3	SSM -> COOCB	0.079	0.057	1.317	0.188	Not Supported
H4	VM->POS-> COOCB	0.119	0.028	4.229	0.000	Supported
H5	INV->POS->COOCB	0.007	0.036	0.992	0.321	Not Supported
H6	SSM->POS->COOCB	-0.032	0.039	1.096	0.273	Not Supported

5.3.2 Assessment of Effect size (f^2)

The assessment seeks to measure the extent to which an exogenous variable impacts on the endogenous variable (Hair et al., 2017). Similarly, according to Chin (1998), effect size measures the impact of each individual independent variable on the dependent variable. The guideline for estimating effect size, as suggested by Cohen (1988), are that f^2 values of 0.02, 0.15 and 0.35, represent small, medium and large effect respectively of the exogenous variable. Thus, based on Cohen criterion, f^2 value below 0.02 indicates absence of any effect. The results of the assessment as presented in Table 6 revealed that each of the exogenous variables except involuntary motivation and stepping stone motivation has small effect size on the endogenous variable.

Table 6. Assessment of the Effect size

Latent variable	f^2	Effect size
Voluntary Motivation	0.087	Small
Involuntary Motivation	0.015	None
Stepping Stone Motivation	0.010	None
POS	0.075	Small

5.3.3 Assessment of the Predictive Relevance

The study examined the predictive relevance of the structural model by conducting Geisser's (1974) Q^2 test as recommended by Hair et al. (2017). The Q^2 measures the predictive relevance of the path model for a particular endogenous construct. To assess the predictive relevance (Q^2) of the theoretical model of the study, blindfolding procedure was employed. Structural models with Q^2 value above zero are considered to have predictive relevance, while models with Q^2 value less than zero indicate the absence of predictive relevance (Hair et al., 2017). The results of the Q^2 test from the blindfolding procedure are as shown in Table 7.

Table 7. Predictive Relevance (Q^2) of the Endogenous construct

	SSO	SSE	$Q^2 (=1-SSE/SSO)$
COOCB	1482	1380.141	0.109

The results showed a Q^2 value of 0.109, indicating that the theoretical model of the study has predictive relevance.

6. Discussion of Results

The main aim of this study is to examine the moderating effect of POS on the relationship between types of motivations for pursuing contract employment and COOCB in the Nigerian Banking Sector. The proposed model revealed that voluntary motivation is significantly related to COOCB; thus, H1 is supported. However, the result revealed a negative relationship between voluntary motivation and COOCB contrary to the postulation of SDT. This implies that contract employees with voluntary motivation for accepting the employment arrangement exhibit negative citizenship behavior towards the bank customers. Although, this finding is contrary to the postulation of SDT, it is consistent with the finding in the study by De Cuyper and De Witte (2008). De Cuyper and De Witte found negative relationship between voluntary motive for pursuing temporary employment arrangement and job satisfaction and affective commitment. The possible explanation for this result could be that contract employees with voluntary motivation have other important goals in life (e.g. “I accept contract employment because it gives me more freedom to combine with other goals in life”); thus, employees with this type of motivation do not possess the willingness to go extra mile to display citizenship behavior toward bank customers.

Regarding the hypothesized relationship between involuntary motivation and COOCB, the study revealed significant positive relationship; thus, supporting the proposition of the study (H2). This finding suggests that employees who accept contract employment involuntarily in order to survive and avoid societal shame display citizenship behavior toward customer as impression management strategy to retain their jobs. Surprisingly, the study found no significant association between stepping stone motivation and COOCB; hence, the findings did not support H3. The reason might be that most contract in Nigerian Banks with stepping stone motivation stay too long under this employment arrangement; consequently, they lose hope of transiting to permanent employment. Therefore, they tend not to display citizenship behavior toward customers.

Concerning the moderating effect of POS, the study found that POS significantly moderate the relationship between voluntary motivation and COOCB. This result showed that when contract employees with voluntary motive for accepting the job status perceived that the organization supports their other important life goals they display citizenship behavior toward customers.

7. Theoretical and Practical Implications

The study offers theoretical explanation on the relationship between types of motivation for pursuing contract employment and employees' display of citizenship behavior toward customers. Past research efforts explore the effect of motivation types on the employees' citizenship behavior toward the organization; however, the effect of these motivation types on citizenship behavior toward customers has not been explored. The continual survival of firms in the service sector is largely dependent upon employee citizenship behavior towards customers. This behavior has the potentials to engender customer satisfaction thereby enhancing organizational effectiveness. The study also provides understanding on POS as a moderator in the relationship between voluntary motivation and COOCB

Virtually all Nigerian banks employ the services of contract employees whose behavior towards customers is shaped by their motivation for pursuing the employment arrangement, among other factors, as revealed by the study. Thus, it is imperative for banks to offer necessary support in order to elicit positive display of customer citizenship behavior from this category of employees.

8. Limitations and Suggestions for Future Studies

One of the limitations of this study is its focus on one form of nonstandard employment i.e, contract employee drawn from the banking sector; thus, the findings of the current should be generalized with caution across other forms of non-standard employees, and also across industries. Future study should consider other forms of contingent employment arrangement such as part-time employment and replicate the study in other industries like telecommunication sector and oil and gas sector.

Also, the study relied on cross-sectional research design, thereby circumscribing the ability to make causality inferences about key relationships (Hair et al., 2010). Alternatively, longitudinal design might attenuate the drawbacks of cross-sectional design. Specifically, De Cuyper and De Witte (2007) posit that non-standard employment research might benefit more from a longitudinal than cross-sectional design. Future study should conduct longitudinal design to assess these causal relationships. This would not only attenuate the demerits of cross-sectional research design, but also provide better understanding on the effect motivation types and CO-OCB over time.

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Authors contributions

Bala Dzukogi drafted the manuscript. Dr. Dahlia, Dr. Ida and Dr. Raja revised the manuscript. All authors read and approved the final manuscript.

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The data that support the findings of this study are available on request from the corresponding author. The data are not publicly available due to privacy or ethical restrictions.

Data sharing statement

No additional data are available.

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