

1 Does Motivation Lead to Organizational Citizenship Behavior? 2 -A Theoritical Review

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6

7 **Abstract**

8 The theories of organizational citizenship behavior have been an area of interest of many
9 scholars for decades. However, very little work has been done in this area to see if motives of
10 various kinds lead to organizational citizenship behavior. This paper discusses definition of
11 motivation and few popular theories of motivation. A thorough literature review is done to
12 learn aspects of organizational citizenship behavior and its relationship with motivational
13 concepts. It is found that both extrinsic and intrinsic motivation affects employee's
14 commitment to organizational citizenship behavior. Factors like trust, leadership style, and
15 changed attitude towards employees can increase OCB at workplace which will increase their
16 performance and reduce turnover rate. The major limitation of the paper is that it is based on
17 very limited number of scholarly reviews as little work has been done in this field. There is
18 huge scope for potential researchers to conduct this research with primary data, across
19 different culture and different industries which would give a complete understanding of the
20 subject matter.

21

22 **Index terms**— extrinsic, intrinsic, employee performance, organizational citizenship behavior, motivation.

23 **1 Introduction**

24 scholars have been researching on organizational citizenship behavior and its effect on employee performance at
25 work for more than two decades. The relationship is positive, however; the factors leading to OCB is not yet
26 widely known, (Barbuto and Story, 2011). According to Barbuto and Story (2011) researchers have identified
27 few factors leading to OCB like conscientiousness ??Organ and Lingl, 1995), agreeableness, (Neuman and Kickul,
28 1998), need for achievement, (Tang and ??brahim, 1998) work-place based self-esteem, (Carmeli and Josman,
29 2006), emotional intelligence and motives ??Finkelstein, 2006). This dearth of research calls for a deep analysis
30 of the issue whether motives of any kind leads to OCB or not. As mentioned by Smith, ??rgan and near (1983)
31 work place motivation should be such that employees feel that they have more responsibilities towards their
32 organization besides their formal job description, (RiouxB and Penner, 2001). They should be willing to give
33 an extra effort without complain and feel a sense of belongingness while working at the organization. This
34 I. research aims to find out whether motivation leads to organizational citizenship behavior of employees by
35 reviewing scholarly literatures.

36 **2 II. Literature Review a) Motivtion i. Definition of Motivation**

37 Motivation is defined in Webster's New Collegiate Dictionary as, "a need or desire that causes a person to act".
38 According to Shanks, motivation is an expression of performance or an intention of an individual to achieve
39 something, (Manzoor, 2012). As mentioned by Butkus and Green (1999) motivation is a term derived from the
40 word motivate which means to move, proceed or push an act to complete a task, ??Kalimullah et al. 2000). In
41 other scholarly reviews by Rudolf and Kleiner (1989) motivation is defined as the building of a desire within job

8 F) EMPLOYEE MOTIVATION

42 holders to perform his job with highest level of effort and initiative, (Ahaji and Yusuf, 2012). The concepts of
43 motivation are important for organizational managers to know because according to Carlsen (2003) a motivated
44 group of employees is important for organizational success because they will participate completely in their job
45 to bring in high level of profitability for the organization, (Aahaji and Yusoff, 2012).

46 3 b) Theories of Motivation

47 There are many different types of theories of motivation and each brings in different types of conclusion which
48 makes the understanding of the concepts rather confusing, (Aahaji and Yusoff, 2012). Following are discussion
49 of theories which are related to this research.

50 4 c) Herzberg's Two-Factor Theory

51 Herzberg's and his associates proposed one of the most popular yet controversial theories of job satisfaction in
52 1959. According to Beardwell, et al., (2004) his work did not concern motivation directly, he looked into the
53 factors that create job satisfaction and dissatisfaction at work. The main foundation of this theory is that there
54 are two set of factors that guide employee behavior at work; they are hygiene and motivator factors. He proposed
55 that hygiene factors are factors like working condition, company policy, administration, pay etc. These factors,
56 if absent creates dissatisfaction among employees but presence of them

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58 A do not satisfies or motivates employees. On the other hand, motivators like recognition, development
59 opportunities, responsibility and achievement intrinsically motivates someone to perform with high potential,
60 (Baah and Amoako, 2011).

61 6 d) Equity Theory

62 As mentioned by Al-Zawahreh and Al-Madi (2012) equity theory describes when an employee feels that his
63 organization is a fair organization and in there exist a sense of equity. When employees feel that there is an
64 inequity they get angry and frustrated. Equity leads to better performance and of higher quality of work by
65 employees. Inequity leads to low performance and the resulting work is also of poor quality. This leads to the
66 concept of organizational justice. Al Zu'-bi (2010) argues that organizational justice results from three different
67 types of feeling of justice at work, they are: distributive justice, procedural justice and interactional justice.
68 Distributive justice occurs when the employee feels that they got the right amount of pay as they deserve.
69 Procedural justice occurs when employees feel that there is a good explanation behind the decision of their pay
70 and benefits. Lastly interactional justice occurs when the employees feel that their supervisors were supportive
71 and encouraging while giving them the compensation. Organizational justice results in a sense of equity and that
72 motivates employees to perform at their full potential (Al Zu'-bi, 2010).

73 7 e) Vroom's Expectancy theory

74 Vroom established this theory in 1964 which was later on extended by Porter and Lawler (1968), (Lunenburg,
75 2011). This theory is based on three relationships, they are: Effort-performance relationship: giving a certain
76 amount of effort leads to a certain level of performance. Performance-reward relationship: A certain level of
77 performance leads to a specific organizational rewards. Reward-Goal relationship: the rewards are in sync with
78 employee's personal goals and that the rewards must be attractive to each employee.

79 When the above conditions are met employees are motivated at work and they exert higher level effort to
80 give their best at work which eventually leads to organizational success and better commitment from employees
81 (Lunenburg, 2011).

82 8 f) Employee Motivation

83 According to Bartol and Martin (1998) motivation is a driving force that stimulates positive behavior at work
84 and the tendency to remain committed, ??Farhad et al. 2011). Farhad et al. ??2011) states that motivation is
85 a procedure that is initiated through a series of psychological and physiological wants which ultimately triggers
86 an exceptional performance to meet certain objectives. As mentioned by Rizwan et al., (2010) among all the
87 four different kinds of organizational resources (financial, physical, information and human) the latter is of most
88 important to build an organization's competitive advantage. Employee performance depends on many factors like
89 performance evaluation, motivation, job satisfaction, pay and benefits, training and development opportunities
90 and job security. Organizational structure, company policy, working condition, peer relationship all are considered
91 but motivation is argued to be the most important factor in influencing high level of performance of employees.

92 Ambitious managers use motivation as a tool to foster employee performance because high level of performance
93 and employee commitment leads to organizational goal achievement. A motivated work force is responsive to
94 their specific responsibilities as a result; they put their effort in that direction which will help to meet the
95 organizational objectives. As stated by Rutherford (1990) motivation influences employees to not only increase

96 their performance but also improve on the quality of their work. Hence, it is important to use motivation as a
97 tool to enhance employee performance and commitment.

98 **9 g) Factors Affecting Motivation**

99 As mentioned by Manzoor (2012) no employee works for free, nor they should. Employees want desirable
100 compensations and employers should want that their employees feel that they are getting what they deserve.
101 As stated by Sara et al., (2004) money is the most significant motivator and other motivators do not even come
102 close to how money can influence employee behavior. It has the supremacy to attract, motivate and retain
103 employees towards higher levels of performance, (Manzoor, 2012).

104 Kalimullah et al. (2010) suggested that reward causes job satisfaction among employees which directly leads to
105 high level of performance. According to Ganta (2014) employee benefits can include anything like, paid time-off,
106 performance bonuses, cash and entertainment perks. Additional incentives motivate employees to put more effort
107 because of the extra payments other than their regular salaries.

108 Leadership style is also an important factor in influencing employees towards desirable behavior. A leader must
109 gain his follower's trust so that they rely on him and his direction towards achievement of organizational goals.
110 As stated by Rukhmani (2010) a leader and his followers can together reach to a higher level of performance and
111 motivation.

112 Manzoor (2012) also mentioned that empowerment can also play a significant role in motivating employees.
113 Empowerment gives employees a sense of pride and freedom and thus creates a winwin situation for both
114 the employees and the employer. Empowerment can enhance human capacities and can lead to continuous
115 improvement and coordination at

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117 Volume XVI Issue VII Version I Year () A workplace. Employees feel a sense of belongingness and thus they
118 use their creativity and other capabilities to perform to excel, (Yazdani, et al., 2011).

119 Hassan et al. (2010) stated that for an organization to perform successfully trust is important. Trust is defined
120 as "a psychological state that exists when you agree to make yourself vulnerable to another because you have a
121 positive expectation for how things are going to turn out".

122 Trust works as a motivator which influences positive effect on intrapersonal and interpersonal relationship
123 both inside and outside the organization, (Hassan et al. 2010).

124 As mentioned by Ganta (2014) understanding and believing in the concepts of motivation is very important for
125 organizational leaders because a number of researches have established that high level of motivation leads to high
126 level of performance. Motivation helps to induce performance in a number of ways such as it helps in employee
127 behavior management, meet organizational goals, generate more job satisfaction, raises employee efficiency, helps
128 both leaders and employees to meet their personal goals, encourages team harmony and ensures organizational
129 citizenship behavior by stabilizing the workforce.

130 **11 h) Organizational Citizenship Behavior i. Defining OCB**

131 Organizational citizenship behavior (OCB) has undergone various definitional revisions since the term was
132 discovered in the late 1980s, but the meaning remains the same at its core. OCB is a concept that describes a
133 person's voluntary commitment within an organization or company that is not part of his or her contractual tasks.
134 OCB occurs when any task that an employee chooses to do, spontaneously and out of his or her own accord,
135 which often lies outside of his or her specified contractual obligations. In other words, it is discretionary. OCB
136 by the Company's may not always be directly and formally recognized or rewarded, through salary increments
137 or promotions. OCB may be reflected in favorable supervisor and co-worker ratings, or better performance
138 appraisals. In this way it can facilitate future reward gain indirectly. Finally, and critically, OCB must
139 'promote the effective functioning of the organization ??Organ, 1988, p. 4). Organizations will benefit from
140 encouraging employees to engage in OCB, because it has been shown to increase productivity, efficiency and
141 customer satisfaction, and reduce costs and rates of turnover and absenteeism (Podsakoff, Whiting, Podsakoff &
142 Blume, 2009).

143 Throughout the years various researches were carried out on OCB. Starting from Chester Barnard's initial
144 definition of OCB as the willingness of individuals in organizations to cooperate (Barnard, 1938) and later on
145 distinguished by Katz (1964) as "innovative and spontaneous behaviors" as opposed to the more obligatory role
146 performance. The basis for the differentiation is whether or not the behaviors are found in an individual's job
147 description, known as in-role performance vs. behaviors that support the organization but that are not detailed
148 in an individual's job description; extra-role performance (Harper, 2015). The sheer scope of organizational
149 citizenship is vast. The employee who believes in (or we say 'practices') good organizational citizenship is one
150 who has an eye out for the company's best interest at all times. That can take many different forms, such
151 as: cooperating with others, volunteering for additional tasks, orienting new employees, offering to help others
152 accomplish their work, and voluntarily doing more than the job requires, working overtime without (expectation
153 of) remuneration, or volunteering to organize office-wide functions. Mainly any activity which can be classified

14 K) RELATIONSHIP BETWEEN MOTIVATION AND ORGANIZATIONAL

154 under the statement 'going the extra mile' or 'above and beyond' to help others at work or the organization itself
155 is an activity of OCB.

156 12 i) Antecedents of OCB

157 Since OCB is beneficial in every organization, it is important to consider the factors which affect engagement in
158 OCB in the workplace. Williams, 1999). The influence of personality on tendency to exhibit OCB is minimum;
159 however it does mean that some staff will be more naturally inclined towards engaging in OCB than others.
160 Other two categories are more promising, for example attitude can be changed and leadership characteristics can
161 be altered to facilitate staff engagement in OCB. However above mentioned factors leading to OCB will not be
162 effective without the existence of an OCB promoting work environment.

163 13 j) Conceptualizing OCB

164 OCB has been divided using a variety of methods. Originally, Organ (1988) offered a model consisting of altruism
165 (selfless concern for the welfare of others), courtesy (respectful, polite, civil behavior), conscientiousness (doing
166 more than just the minimum; attention to detail (prevent/ minimize error)), civic virtue (proactive contribution
167 to the organization's harmony), and sportsmanship (tolerating less-than-ideal conditions; accepting of changes
168 and performs requests without complaints). Then again Organ (1990) expanded the model by incorporating
169 peacekeeping (serving as a mediator to enact resolutions to disagreements) and cheerleading (offering praise and
170 encouragement). Complete OCB framework was developed by Williams and Anderson (1991). OCB constructs
171 were grouped based on OCBI referring to behaviors intended to benefit other individuals and OCBO behaviors
172 intended to benefit the organization.

173 The OCBI categories are said to include altruism, maintaining the peace, and cheerleading behaviors all
174 of which exhibit intentions to assist others. The OCBO categories are conscientiousness, civic virtue and
175 sportsmanship as identified by Organ(1988) as well as organizational allegiance (Graham, 1991), endorsement and
176 commitment to the organization's objectives ??Borman and Motowidlo, 1997), job dedication (Van Scotter and
177 Motowidlo, 1996), taking charge (Morrison and Phelps, 1999); and promoting the company image (Farh, Zhong,
178 and Organ, 2004). More practical examples of OCBI are voluntarily assisting a new co-worker gain access to the
179 company's payroll system and congratulating a fellow employee on a new promotion. Likewise, offering a new
180 idea to management on how the payroll process might be improved and attending optional company meetings,
181 are examples of OCBO.

182 14 k) Relationship Between Motivation And Organizational

183 Citizenship behavior Over the years a strong association between motivation and organizational citizenship
184 behavior (OCB) has been reported. Literature of organizational behavior discusses OCB as motive based
185 behavior, which means OCB develops due to motivation (Ariani, 2012;Davila & Finkelstein, 2013). Other
186 researchers (Allen and Rush, 1998) reported that employees engaging in OCB will depend on the leader's
187 perception of employee motives and expectation. Therefore it is expected that there is a significant relationship
188 between employee OCB and their sources of motivation. According to OCB dimensions conceptualized by Organ
189 (1998) and a meta-analysis (LePine, Erez and Johnson, 2002), it was established that motivation and OCB were
190 highly correlated to each other and there was no apparent variation in relationships with the most popular set
191 of OCB antecedents.

192 People performing intrinsic process motivation participate in activities that they enjoy and create a pleasant
193 work environment for themselves and other coworkers. Therefore we can assume that workers who enjoy their work
194 are more likely to assist others and create a helping working climate and that these workers find organizational
195 citizenships behaviors fun. Previous researches (Barbuto and Scholl, 1999;Barbuto et al., 2000) shows that OCB
196 and external motivation have a negative relationship, because of the fact that this motive requires some element
197 of social reward or recognition for employee efforts and OCB is not formally rewarded by organizations. This
198 is supported by Herzberg's motivation theory which states that extrinsic factors do not move strong motivation
199 level; its existence can only prevent employee dissatisfaction.

200 However recent research analysis shows that intrinsic motivation has great effect on OCB but effect of external
201 motivation cannot be ignored. Both extrinsic and intrinsic motivation develops and strengthens OCB directly
202 ??Ibrahim & Aslinda, 2014). Employees can be motivated by both intrinsic conditions and extrinsic rewards at
203 the same time, and this will lead on to organizational citizenship behavior if there is an existence of mediating
204 variables influencing the motivation.

205 Organ (1997) discussed that workers use indirect and informal beliefs about future rewards in their decisions
206 to perform in certain organizational citizenship behaviors (OCBI and OCBO). Employees with strong motivation
207 combined with mediating factors perform more OCB in the dimensions of OCBI and OCBO categories.
208 For example Employee with strong motivation level combined with high level of organizational commitment
209 (mediating factors) will perform more OCB and contribute to the organization's success ??Ibrahim & Aslinda,
210 2014). Therefore mediating factors like Job Satisfaction, Job involvement, Psychological Empowerment, Perceived
211 Organizational Support, Employee Engagement, Organizational Justice (Equity Theory) and Reward matching
212 with personal goals (Expectancy theory) combined with intrinsic and extrinsic motivation (Herzberg's Two Factor

213 theory) causes high level of Organizational Citizenship Behavior (OCB). The above discussion shows that there
214 exists a strong relationship between motivation at work and OCB, which we have tried to establish by suggesting
215 the above framework. Employees can be motivated through both extrinsic and intrinsic motivating factors.
216 However if the organization wants the motivated employees to engage in OCB then they also have to ensure the
217 presence on the mediating factors (Appendix 1) mentioned in the framework (Figure 1). Motivated employees
218 will not automatically engage in OCB unless the organization ensures the presence of the mediating factors.

219 **15 III. Further Discussion**

220 Based on the findings we recommend the managers that they deepen their analysis on the factors that motivates
221 employees to increase OCB. It has been suggested by Steel and Lounsbury (2009) that even if an employee
222 has strong OCB he can still leave the organization because the job is no longer interesting for him. It is
223 recommended that the managers keeps on adding more challenge to the job, update the job structure and train
224 employees for acquiring new skill set. According to Ledford Jr. Gergart and Fang (2013) managers must offer a
225 complete package of both extrinsic and intrinsic motivators in order to motivate their employees which will lead
226 to employee OCB. The scholars explained that extrinsic motivators motivate employees when the job design no
227 longer excites them intrinsically. However, the view is contradicted when Battistelli et al. (2013) stated that
228 employees who are motivated by extrinsic factors have stronger affective, normative and continuance commitment
229 and they contribute more to OCB in the form of altruism, courtesy, sportsmanship, conscientiousness, civic virtue
230 than does intrinsic factors. Extrinsic motivators contributing to OCB is not very surprising because nowadays
231 a lot of organizations are increasing the extrinsic benefits of the employees in order to attract and retain the
232 best talent in the labor market. Competitive, talented and self-driven employees are considered as one of the
233 most important sources of competitive advantage. This view is supported by Gerhart and Fang (2013) as they
234 concluded that a significantly large number of modern organizations are now offering more extrinsic motivation
235 than intrinsic. They also suggested that people who are influenced more by extrinsic motivators will be less likely
236 to be motivated by intrinsic job characteristics. Therefore, leading to the conclusion that extrinsic motivation will
237 directly contribute to organizational commitment to OCB. The seminal work and definition of OCB established
238 by Smith et al. (1983) also proved that people who are motivated by extrinsic rewards will perform beyond
239 expectation leading to their commitment to OCB (Barbuto and Story, 2011). As recommended by Barbuto and
240 Story (2011) managers should carefully design the job and compensation package because their findings suggest
241 that personality, motivation and attitudes have very little effect on employees' commitment to OCB. Employees
242 are more committed to OCB when they have a formal reward system.

243 **16 IV. Future Scope for Study**

244 This study is based on literature review of various scholarly articles. The future researchers can conduct a primary
245 research to make the findings and results more reliable and valid. The primary research should be conducted across
246 different cultures to see if there is a relationship between OCB and cultural value of the employees. Potential
247 researchers can also do a comparative analysis of OCB and motivation of different industries. A gender perspective
248 into the subject matter would shed light on a new dimension of OCB and work place dynamics. An interesting
249 study would be to test the theory in a diversified sample population and several attributes like leadership, job
250 design, working condition and organizational justice are tested. More research taking various perspective should
251 be conducted in this field to give the managers an overall idea of how to increase employees' organizational
252 citizenship behavior because as stated by Barbuto and Story (2011) an understanding of such behavior will help
253 them to design their HR policies in the most effective manner which will enhance organizational performance
254 and goal commitment.

255 **17 V. Conclusion**

256 The articles discussed workplace motivation and its effect on OCB. The literature review shows that intrinsic
257 motivation does have an effect on motivation but increasingly modern organizations are trying to influence
258 employee attitude by extrinsically motivating them. The main reason for which is increased demand for talented
259 employees all over the world. Every organization is now trying to attract and retain the best candidates with
260 extrinsic motivation. However, several opinions suggest that a total compensation package including intrinsic
261 and extrinsic motivation should be offered to increase employee motivation leading to their commitment to OCB.
262 Leadership characteristics and a changed attitude can also help managers to create an environment to encourage
263 employees to commit to organizational citizenship behavior. Therefore, the mediating factors, as suggested
264 by the research framework, should be taken into consideration in order for motivated employees to engage in
265 Organizational Citizenship Behavior (OCB).^{1 2}

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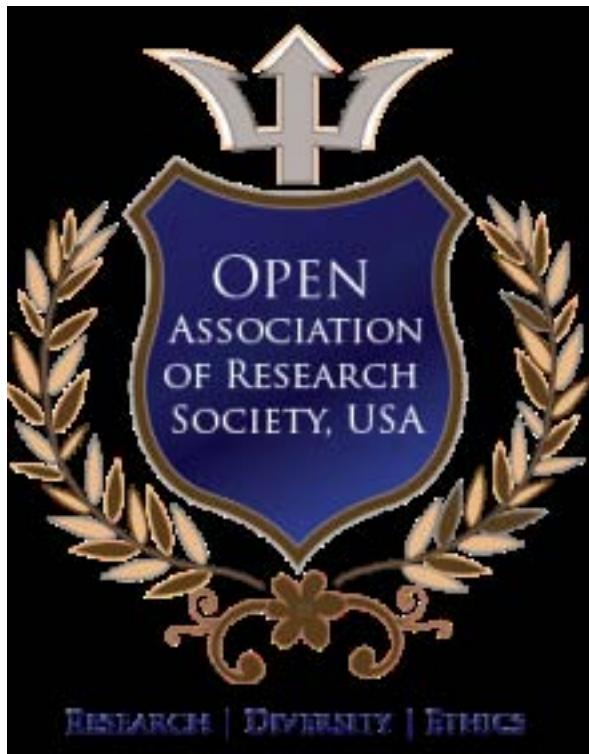


Figure 1:

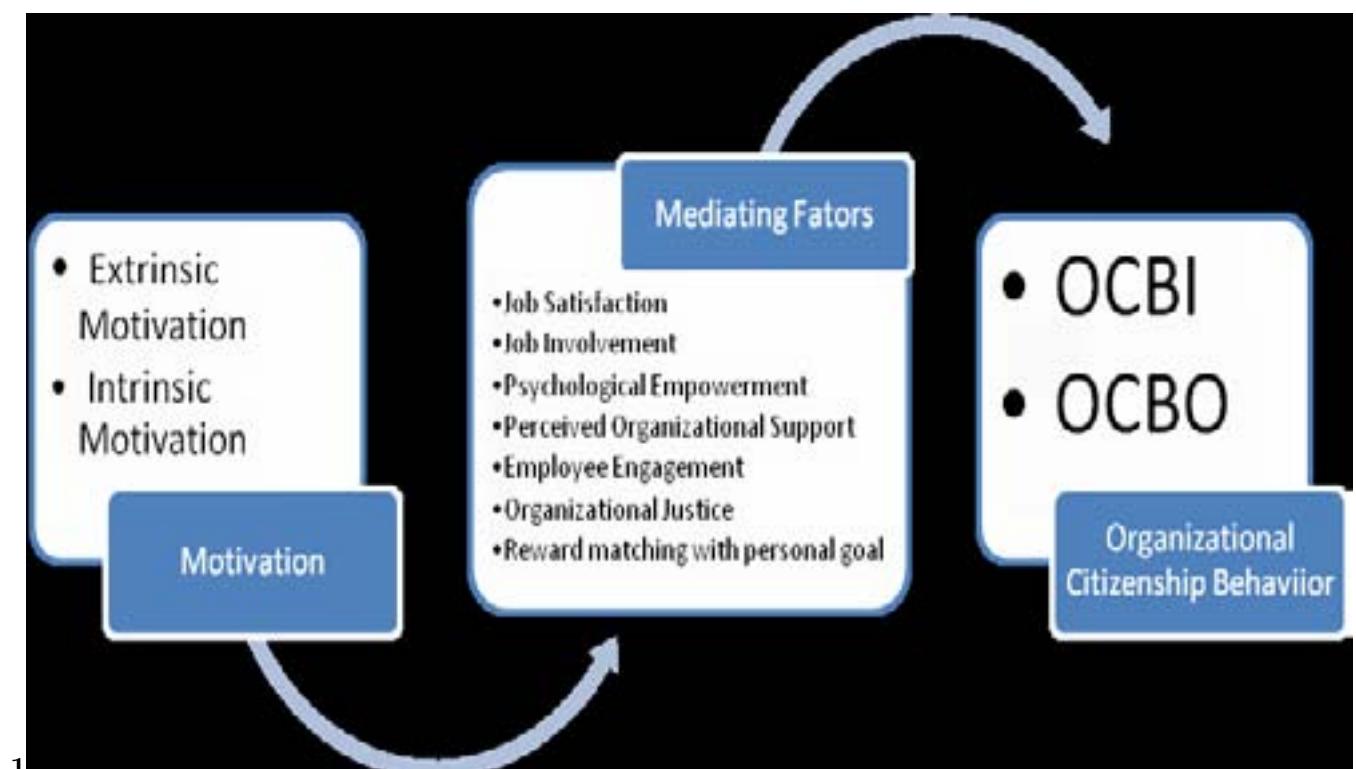


Figure 2: Figure 1 :

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