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Does Motivation Lead to Organizational Citizenship Behavior? - A Theoretical Review

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

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Does Motivation Lead to Organizational Citizenship Behavior? – A Theoretical Review

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

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I. INTRODUCTION

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

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research aims to find out whether motivation leads to organizational citizenship behavior of employees by reviewing scholarly literatures.

II. LITERATURE REVIEW

a) *Motivtion*

i. *Definition of Motivation*

Motivation is defined in Webster's New Collegiate Dictionary as, "a need or desire that causes a person to act". According to Shanks, motivation is an expression of performance or an intention of an individual to achieve something, (Manzoor, 2012). As mentioned by Butkus and Green (1999) motivation is a term derived from the word motivate which means to move, proceed or push an act to complete a task, (Kalimullah et al. 2000). In other scholarly reviews by Rudolf and Kleiner (1989) motivation is defined as the building of a desire within job holders to perform his job with highest level of effort and initiative, (Ahaji and Yusuf, 2012). The concepts of motivation are important for organizational managers to know because according to Carlsen (2003) a motivated group of employees is important for organizational success because they will participate completely in their job to bring in high level of profitability for the organization, (Aahaji and Yusoff, 2012).

b) *Theories of Motivation*

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

c) *Herzberg's Two-Factor Theory*

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

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

d) *Equity Theory*

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

e) *Vroom's Expectancy theory*

Vroom established this theory in 1964 which was later on extended by Porter and Lawler (1968), (Lunenburg, 2011). This theory is based on three relationships, they are:

Effort-performance relationship: giving a certain amount of effort leads to a certain level of performance.

Performance-reward relationship: A certain level of performance leads to a specific organizational rewards.

Reward-Goal relationship: the rewards are in sync with employee's personal goals and that the rewards must be attractive to each employee.

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

f) *Employee Motivation*

According to Bartol and Martin (1998) motivation is a driving force that stimulates positive behavior at work and the tendency to remain committed, (Farhad et al. 2011). Farhad et al. (2011) states that motivation is a procedure that is initiated through a series of psychological and physiological wants which ultimately triggers an exceptional performance to meet certain objectives. As mentioned by Rizwan et al., (2010)

among all the four different kinds of organizational resources (financial, physical, information and human) the latter is of most important to build an organization's competitive advantage. Employee performance depends on many factors like performance evaluation, motivation, job satisfaction, pay and benefits, training and development opportunities and job security. Organizational structure, company policy, working condition, peer relationship all are considered but motivation is argued to be the most important factor in influencing high level of performance of employees.

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

g) *Factors Affecting Motivation*

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

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

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

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

workplace. Employees feel a sense of belongingness and thus they use their creativity and other capabilities to perform to excel, (Yazdani, et al., 2011).

Hassan et al. (2010) stated that for an organization to perform successfully trust is important. Trust is defined as “a psychological state that exists when you agree to make yourself vulnerable to another because you have a positive expectation for how things are going to turn out” (Robbins and Judge, 2013).

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

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

h) Organizational Citizenship Behavior

i. Defining OCB

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

Throughout the years various researches were carried out on OCB. Starting from Chester Barnard's initial definition of OCB as the willingness of individuals in organizations to cooperate (Barnard, 1938) and later on distinguished by Katz (1964) as “innovative and spontaneous behaviors” as opposed to the more

obligatory role performance. The basis for the differentiation is whether or not the behaviors are found in an individual's job description, known as in-role performance vs. behaviors that support the organization but that are not detailed in an individual's job description; extra-role performance (Harper, 2015). The sheer scope of organizational citizenship is vast. The employee who believes in (or we say 'practices') good organizational citizenship is one who has an eye out for the company's best interest at all times. That can take many different forms, such as: cooperating with others, volunteering for additional tasks, orienting new employees, offering to help others accomplish their work, and voluntarily doing more than the job requires, working overtime without (expectation of) remuneration, or volunteering to organize office-wide functions. Mainly any activity which can be classified under the statement 'going the extra mile' or 'above and beyond' to help others at work or the organization itself is an activity of OCB.

i) Antecedents of OCB

Since OCB is beneficial in every organization, it is important to consider the factors which affect engagement in OCB in the workplace. Research shows individual factors that lead to OCB have been broadly categorized into three areas: personality/trait of an individual (Organ & Ryan, 1995; Konovsky & Organ, 1996; Borman, Penner, Allen, & Motowidlo, 2001), attitude of an individual and perception towards fairness (Organ & Ryan, 1995; Bateman & Organ, 1983), and leadership qualities (Pillai, Schriesheim, & Williams, 1999). The influence of personality on tendency to exhibit OCB is minimum; however it does mean that some staff will be more naturally inclined towards engaging in OCB than others. Other two categories are more promising, for example attitude can be changed and leadership characteristics can be altered to facilitate staff engagement in OCB. However above mentioned factors leading to OCB will not be effective without the existence of an OCB promoting work environment.

j) Conceptualizing OCB

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

constructs were grouped based on OCBI referring to behaviors intended to benefit other individuals and OCBO behaviors intended to benefit the organization.

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

k) *Relationship Between Motivation And Organizational Citizenship behavior*

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

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

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

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

III. FURTHER DISCUSSION

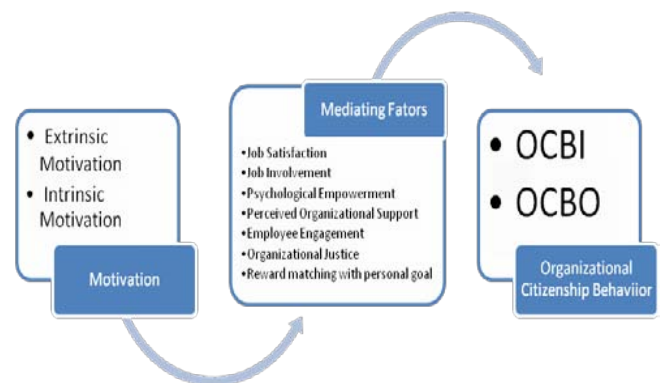


Figure 1 : "Framework depicting the relationship between Motivation and OCB"

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

the organization ensures the presence of the mediating factors.

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

IV. FUTURE SCOPE FOR STUDY

This study is based on literature review of various scholarly articles. The future researchers can conduct a primary research to make the findings and results more reliable and valid. The primary research

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

V. CONCLUSION

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

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