University Administrative Staff Motivation and Organizational Citizenship Behaviour: Development of a Conceptual Model

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Abstract

Research on employee motivation has focused on the effect of motivation on organizational citizenship behaviour (OCB). However, employee motivation and OCB relationship and its contextual validity have not been explored in Sri Lankan university sector. This research paper has explored the factors which have special relationships to the work environment of the administrative staff of Sri Lankan university sector. Among these variables employee motivation considered as the independent variable and OCB as the dependent variable. The conceptual model of this study investigates a job related attitude, namely job satisfaction as the potential mediating factor for the employee motivation and OCB relationship. Thus this research paper makes a significant knowledge contribution with the proposed conceptual framework. So this can be used as a conceptual model for the future research in this context.

Key words: employee motivation, intrinsic motivation, extrinsic motivation, organizational citizenship behaviour, Job satisfaction, demographic factors.

1. Introduction

Employee motivation has become a popular research area among researchers over recent decades believing its capability to sustain the organizations all over the world. Because motivation work as a positive reinforcement of the desired and expected behaviour of individuals in organizations. (Benabou&Tiral 2006).At the same time OCB being a comparatively new concept in the field of organizational behaviour, it has become a fertile research area at the present. It is believed that the OCB make encourage the extra role behaviour of organizational employees which is impartial for an organization to be effective (Cazares 2011).

Only a limited number of researchers have studied the relationship between OCB and employee motivation (Ahamed and Khan 2016; Warraich et al 2014; Ibrahim and Aslinda 2014;Ibrahim 2014). Therefore, there is a need to have more research to revel the potential relationship between two variables, which needs a sound conceptual model. Accordingly the purpose of this paper is to propose a theoretical framework, so that further researches can explore the relationship between employee motivation and OCB.

The proposed model will focus the direct relationship between motivation and OCB and mediator variables in the relationship of employee motivation and OCB.

2. Methodology

The present study involes a development of a conceptual model for empirical exploration of a phenomenon. Therefore, it reviews the existing literature for identifying concepts and relationships relating to the phenomenon. Abstracts of selected articles were reviewed for identifying the concepts and relationship involved.

3. Literature Review

3.1 Employee Motivation

The term motivation initially has been originated based on the Latin term "Mover" meaning move. Basically, it explains the mutual relationship between positions to individuals. Further, employee motivation has an important involvement with the individuals intensity, how far an individual effort is being focused on the goals and how far individual is able to maintain this process. In this line of thinking, it may be said that the employee motivation of organizations is the intensity of individual efforts in fulfilling organizational goal (Aarabiet, al 2013).

The concept of employee motivation has been defined, addressed, and conceptualized by different researchers from different perspectives. They have reached to the more or less the same notion for employee motivation (Rahamanet, al 2014). Ajayi (2015) shows employee motivation as a personal decision making process, where the employee chooses the outcome that is designed by themself and set in motion of their behavior which is appropriate to them. According to the view of Herman et al (2014) employee motivation is concerned with the factors or events which leads, drives and moves certain individual interaction or actions during a given period of time, under the prevailing conditions. Muhammad and Memon (2012) show motivation as a combined set of forces that cause employees to behave in a positive way. Productivity and quality of work mainly depends upon the leavel of motivation of employees in an organization. Related to this study, Carpenter et al. (2010) view motivation as the goal directed behavior which their intention is to achieve the goal. Aworemi et al. (2011) has developed an operational definition for employee motivation in which they show

motivation as an inner force which drives the person to achieve there is personal and institutional goals. Overall, when and where it is said that an employees are motivated, that means the said employees are trying to achieve the given task dedicatedly and committedly showing a stewardship behavior which is generating beneficial for both the employee and the organization.

Frameworks on motivation generally focus two types of motivation that is extrinsic and intrinsic. The motivational stimuli that comes from within the individual is called the intrinsic motivation. There the person has the will to do a specific task as its outcomes are in relation with his or her belief. Happiness, acceptance, honor, curiosity, social status, independence etc are examples of intrinsic motivation. On the other hand the motivational stimuli, comes from outside the person is extrinsic motivation. There, the persons desire to perform certain tasks are controlled by an outside source such as money, rewards, material achievements etc. (Jaman& Hossain 2015).

3.2 Organizational Citizenship Behavoiur

The concept of the organizational citizenship behavior (OCB) a popular research topic in management, that was first introduced by Bateman and Organ in 1983. Organ has defined OCB as an individual behavior that is discretionary, and not directly or explicitly recognized by the formal reward system of organizations, and OCB promotes the organizations effective human functions. Further OCB is known as a set of discretionary organizational behaviours that exceed employer's basic work requirements. This is often explained as behaviours which go even beyond the employer's call of duty. Studies on OCB has been extensive from past three decades since it introduced. (Organ 1988; zhang 2011; Jahangir et al 2004).

Initially OCB was divided in to two dimensions as compliance and altruism by Organ ,Smith and Near in 1983. Later on researchers re named compliance as conscientiousness. In 1988 Organ added another three more dimensions as sportsmanship, courtesy and civic virtue (Newland 2012). Later on Williams & Anderson; Lin, Ven Dyne et al and podsakoff et al has further added more different dimensions to the OCB (Tabassum 2016).

The dimensions proposed by different researchers are not always uniform. There are some differences as well as similarities. However khiabani and Abdisableh (2014) have pointed that the most acceptable OCB dimensions are the five dimensions introduced by Organ. Newland (2012) and Raghoebarsing (2011) have also explained the five dimensions using the existing literature as altruism, courtesy, sportsmanship, conscientiousness and civic virtue.

3.3 Job satisfaction

The term satisfaction has come to the English Language from the Latin words of *satis* and *facio* The meaning is good and act of doing respectively (Yonus and Ishak,2012). Job satisfaction is a popular research topic in the field of management today. The management concept of job satisfaction has been introduced by Hoppock in 1935(Tai and Chuang, 2014). Today job satisfaction is a common topic used in organizational behavior. Job satisfaction can be defined as the level in which an employee like or dislike his or her job. Therefore, the job satisfaction is a reaction which person hold on their jobs. The job dissatisfaction is seriously affect irrespective of the size of an organization Employees those with less or low job satisfaction could suffer from a high level of stress. Negative attitude of dissatisfied employee can spread among others in the organization causing declining moral (Motevalli and Chevalier 2015).

Moradi et al. (2012) suggested that the employee job satisfaction is an individuals emotional state that is resulting from appraisal of job and attitude towards the job. Nayantika et al. (2015) defined the job satisfaction as an indicator that measure of how well an individual is performing his or her job.

There are a number of dimensions in job satisfaction Nayanthika et al. (2015) proposed three dimensions of job satisfaction such as affective satisfaction that is job excitement and happiness form the job, cognitive satisfaction that's job benefits and job valuables and behavioral satisfaction that is punctuality and turnover As proposed by Hira and Waqas (2012) Herzberg's two-factor theory also could be used as a two-dimensional model of the job satisfaction. The two dimensions here are motivational factors which are leading to satisfaction and hygiene factors which are leading to dissatisfaction.

4. Gaps in employee motivation and organizational citizenship behaviour

After renewing the existing literature, it was found that there gaps in employee motivation and OCB research as follow.

4.1 Gap one
According to the literature review, employee motivation and OCB relationship is not generalized. Different studies conducted in different organizational settings. Some researchers have found that there is a relationship between employee motivation and OCB (Khan 2016;Warraich2014; Ibrahim 2014; Ibrahim and Aslinda 2014).

But they have not reveled why better employee motivation results in better OCB or how low employee motivation result in low OCB (see figure 1)

4.2 Gap two
Job satisfaction mediates the employee motivation OCB relationship (mushtaq et al 2014). The research question of job satisfaction mediates the relationship between employee motivation and OCB is very vital, because it opens new insights in to the understand of the mediating role of job satisfaction in Sri Lankan university system. However, as the available literature about the meadating role of job satisfaction in the relationship of employee motivation and OCB is very limited. So there is a gap in the empirical knowledge. Therefore, this study focusses the attention to fill the gap by introducing a new conceptual model which may be used to future empirical studies (see figure 3).

5. Development of the conceptual framework
The proposed conceptual model was developed using the variables identified through literature review based on the research problem of this study. The following section contains a brief description of literature, so that it may provide a base for the conceptual model.

A number of researchers have tried to explain and identify the relationship between OCB and employee motivation. Ahmed and Khan (2016) suggested that there is a strong relationship with extrinsic motivation and intrinsic motivation to the OCB. Ibrahim and Aslinda (2014) proposed a conceptual model with extrinsic and intrinsic motivations as independent variables and the OCB as the dependent variable. There the researcher has found a positive relationship between OCB and motivation. However, Ibrahim and Aslinda (2014) proposed that the intrinsic motivation gives a higher direct relationship to OCB which is higher than the extrinsic motivation does.

Accordingly, the relationship between employee motivation and OCB explains in figure 1

Figure 1: Relationship between employee motivation and OCB
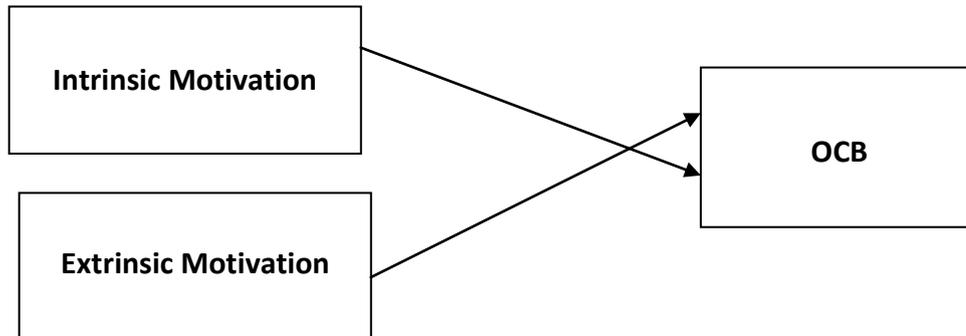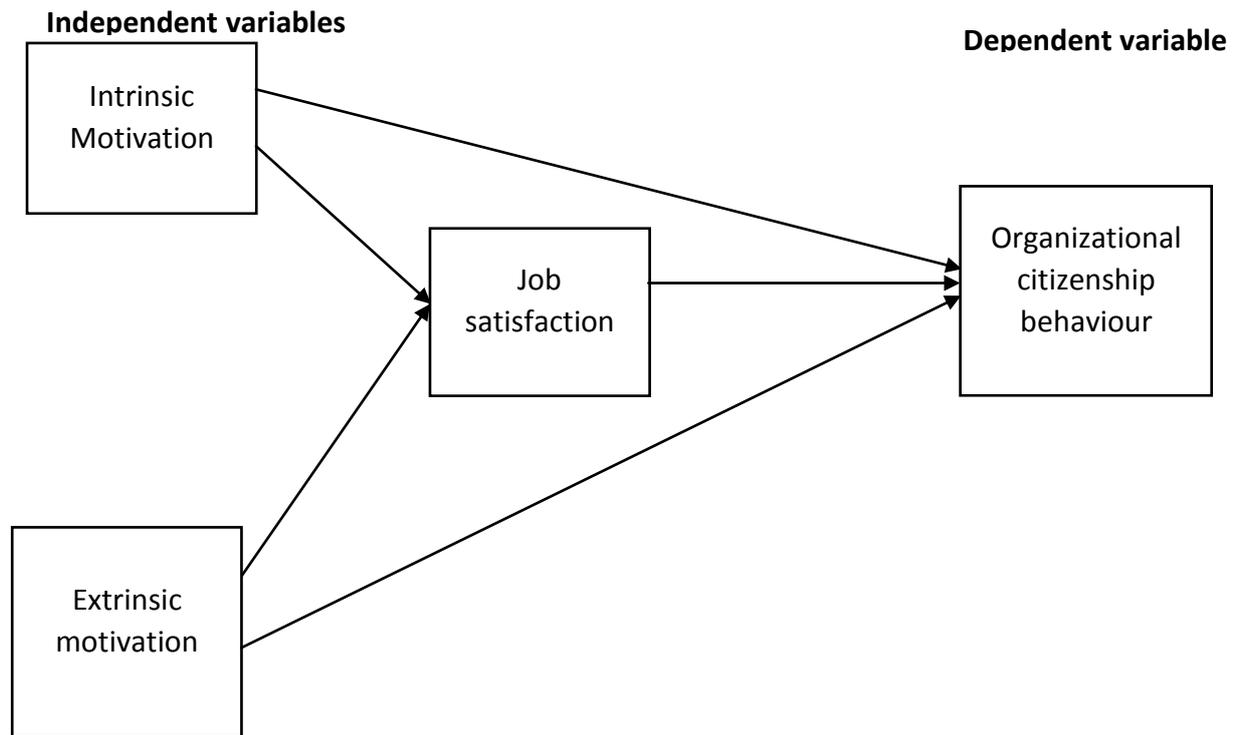

Source: Adapted by researchers

Job satisfaction and organizational citizenship behaviour are multidimensional variables. Generally, there is a positive relationship among job satisfaction and dimensions of OCB; (Unal 2013). Mohammad et al (2011) have proposed a positive relationship between OCB and job satisfaction. The job satisfaction is capable enough of conferring a higher impact on OCB of public sector employees (Basircedin et al 2016).Meanwhile Suparjo and Darmanto (2015) reveled that the job satisfaction is a mediating variable in relation to OCB. But the independent variables were organizational culture and commitment. Sunaryo and Suyono (2013) have found that the job satisfaction mediates the relationship between public service employees motivation and the OCB. Mushtaq et al (2014) proposed that there is a positive relationship between job satisfaction and employee motivation. Further there is a strong positive relationship between the job satisfaction and all the dimensions of OCB except civic value. Figure 2 show this relationship which job satisfaction mediates the relationship between motivation and OCB.

Figure 2: Relationship between Motivation and OCB mediated by job satisfaction.

Source: Adapted by researchers
Thus the proposed final conceptual framework of this study is given in figure 3.

Figure 3: The conceptual framework

Source: Developed by researchers.

6.   Conclusion and implications

This study proposes a conceptual framework for exploring the effect of job satisfaction in the relationship of motivation and OCB of administrative staff of universities. Job satisfaction has been identified as the mediating variable. Therefore, this conclusion has offered an extension of the knowledge body on OCB. The proposed model is yet to be tested empirically but the explanation of the interactions between variables will add considerable value to the body of knowledge on both organizational behaviour and human resource management literature. This proposed model will set a new direction for future research to understand the mediator effect of employee motivation and OCB relationship.

7.   References

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