A Two-Factor Model of Organizational Citizenship Behaviour in Organizations

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Abstract

It has been suggested that organizational citizenship behaviour (OCB) has an important impact on individual, group, and organizational outcomes. Because of its crucial role in facilitating performance and effectiveness, OCB has been investigated from various perspectives. However, very little attention has been paid to how motivation factors and hygiene factors influence an individual's OCB. In this article, we develop a theoretical framework of OCB using the two-factor theory of motivation as the theoretical base. By investigating OCB from this perspective, our framework provides several important implications that may help managers and organizations design a work environment where OCB is maximized.

Keywords: organizational citizenship behaviour, motivation factors, hygiene factors

1. Introduction

High performing organizations generally exert excessive efforts to improve organizational outcomes by searching for highly motivated employees and reinforcing positive work behaviours such as organizational citizenship behaviour (OCB). It has been shown that OCB facilitates organizational effectiveness, efficiency, and success as it frees up scarce resources, allows managers to devote more time to productive activities, and improves employees' productivity (Organ, Podsakoff, & Mackenzie, 2006).

Given OCB has an important impact on organizational outcomes, previous studies have sought to identify antecedents of OCB. Among various antecedents, job satisfaction has received much attention because of its impact on an individual's work attitude (Organ et al., 2006; Organ & Ryan, 1995) and work behaviour (Bowling, 2010). Meanwhile, motivation theorists and researchers have suggested that an individual's job satisfaction could be affected by his or her work motivation (e.g., Hackman & Oldham, 1976). One could, therefore, expect that an individual's work motivation could affect his or her job satisfaction, which in turn determines the degree of OCB exhibited by him or her. Although the relationships among work motivation, job satisfaction, and OCB have been examined extensively, what has been largely ignored is the job dissatisfaction-OCB relationship. Specifically, the literature has traditionally supported the idea that if the presence of a factor in a work environment results in job satisfaction, then its absence leads to job dissatisfaction (Ewen, Hulin, Smith, & Locke, 1966). However, Herzberg, Mausner, and Snyderman (1959) claimed that motivation factors or job-content factors determine much of an individual's overall job satisfaction, whereas hygiene factors or job-context factors affect the individual's overall job dissatisfaction. Herzberg et al. (1959) further stated that motivation factors do not play a significant role in producing job dissatisfaction and hygiene factors do not generate much of job satisfaction.

As mentioned earlier, previous OCB research has focused much on the effect of job satisfaction on OCB and neglected the role of job dissatisfaction. Therefore, the primary objective of this article is to use Herzberg et al.'s (1959) two-factor theory as the theoretical base and examine the impact of motivation and hygiene factors on the degree of OCB exhibited by an individual. The application of the two-factor theory is important because motivation factors generally operate mainly on the positive side of overall job

satisfaction, whereas hygiene factors operate on the negative side of overall job dissatisfaction (Herzberg et al., 1959). In other words, because job satisfaction and job dissatisfaction produced by motivation factors and hygiene factors are not the two ends of a single dimension (Gardner, 1977), the analysis of OCB using the two-factor theory may provide additional insight into the understanding of how an individual's OCB is motivated.

The reminder of this article is organized as follows. In the second section, we provide a review of the literature on OCB with the emphasis on the job satisfaction-OCB relationship. Next, we develop our theoretical framework and provide arguments on how motivation factors and hygiene factors affect the degree of OCB exhibited by an individual in the third section. As we present the theoretical arguments, we specify our propositions that can be tested by future empirical research. In the fourth section, we discuss the implications for theory and managerial practice as well as the limitations of this article and future research directions. The final section concludes this article with a brief summary.

2. Literature Review

2.1 Organizational Citizenship Behaviour

Organizational citizenship behaviour (OCB) refers to "individual behaviour that is discretionary not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of an organization" (Organ et al., 2006, p. 3). As OCB is important to organizational functioning, its consequences have been studied extensively. For instance, OCB is suggested to be positively associated with the quantity and quality of work group performance, organizational efficiency, customer satisfaction, profitability, employee satisfaction, and employee commitment (Allen & Rush, 1998; Posdakoff & Mackenzie, 1994; Shore, Barksdale, & Shore, 1995; Whiting, Podsakoff, & Pierce, 2008). Moreover, OCB has been found to be positively related to an individual's reputation and social benefits (Hall, Zinko, Perryman, & Ferris, 2009), managerial performance appraisals and managerial decision quality (Johnson, Erez, Kiker, & Motowidlo, 2002; Rotundo & Sackett, 2002), and organizational success (Borman & Motowidlo, 1993).

In addition to examining its consequences, previous studies have sought to investigate antecedents of OCB. For instance, Babcock-Roberson and Strickland (2010) tested a mediation model that links charismatic leadership to OCB through work engagement and their findings suggested that work engagement not only predicted OCB but also mediated the relationship between leader charisma and OCB. In a longitudinal study conducted by Greguras and Diefendorff (2010), proactive personality was found to be a predictor of psychological need satisfaction, which in turn determined an employee's OCB. Rego, Ribeiro, and Cunha (2010) investigated the role of virtuousness in organizational settings and found that employees' perceptions of organizational virtuousness affected supervisor-rated OCB. Salami (2010) examined the relationship between conflict resolution strategies and OCB and discovered that confronting, compromising, and smoothing strategies to be significant predictors of OCB. In a recent study conducted by Avey, Palanski, and Walumbwa (2011), the effect of ethical leadership on follower's OCB and deviant behaviour was examined and the results demonstrated that ethical leadership was positively related to follower's OCB.

Although previous research has investigated OCB antecedents from various perspectives, much scholarly attention has been paid to job satisfaction as it explains much of how hard an individual works, how much an individual achieves, how frequently an individual misses work, and whether an individual looks for another job (Organ et al., 2006). Given the perceived relationship between job satisfaction and OCB, previous studies have examined this relationship and shown a consistent result of a positive relationship between job satisfaction and OCB. For instance, Bateman and Organ's (1983) study demonstrated that there was a significantly positive relationship between general measures of job satisfaction and OCB. A study conducted by Organ and Konovsky (1989) showed that satisfaction with pay was a significant predictor of altruism and conscientiousness. Konovsky and Organ (1996) found that job satisfaction was positively related to OCB. Lowery, Beadles II, and Krilowicz (2002) found that workers' OCB was positively related to satisfaction with co-workers, supervisors, and pay. In their meta-analytic study, Lapierre and Hackett (2007) found that employees reciprocated their job satisfaction by engaging in OCB. Similarly, Whitman,

Van Rooy, and Viswesvaran's (2010) meta-analytic study demonstrated that unit-level job satisfaction was positively related to collective OCB.

Although the literature has largely supported the argument that job satisfaction and job dissatisfaction are on the opposite side of a single continuum (Ewen et al., 1966), Herzberg et al. (1959) claimed that job satisfaction and job dissatisfaction are two separate continua and are generated by motivation factors and hygiene factors, respectively. Herzberg et al.'s unique perspective, therefore, suggests that OCB could be understood from the perspective of motivation factors and hygiene factors. In the next section, we provide a brief review on Herzberg et al.'s (1959) two-factor theory.

2.2 The Two-Factor Theory of Motivation

In 1959, Herzberg, Mausner, and Snyderman proposed a two-factor theory of motivation, which posits that certain factors in a work environment lead to overall job satisfaction but do not influence much of job dissatisfaction, whereas other factors result in overall job dissatisfaction but do not affect much of job satisfaction. Herzberg and his colleagues further termed those factors that result in job satisfaction as motivation factors and those that lead to job dissatisfaction as hygiene factors. Although previous research has criticized that the results of the two-factor theory were method bound (e.g., Ewen, 1964; Dunnette & Kirchner, 1965; Quinn & Kahn, 1967), the two-factor theory has influenced both research and practice concerning the nature of motivation in industrial contexts (Farr, 1977).

According to the two- factor theory, motivation factors are related to the content of a job and these factors include achievement, recognition, responsibility, work itself, advancement, and growth. Meanwhile, hygiene factors are associated with the context of a job and these factors include company policy and administration, supervision, interpersonal relations, work conditions, salary, status, and job security. Because of its unique viewpoint on job satisfaction and job dissatisfaction as two separate and parallel continua, the two-factor theory has been used as the theoretical base in various research settings. For example, Hines (1973) tested the two-factor theory using middle managers and salaried employees and found that supervision and interpersonal relationships were ranked highly by those with high overall job satisfaction. Gaziel (1986) examined the generality of the two-factor theory in an educational setting and the results supported the assumptions of the two-factor theory. In addition, Gaziel found that individual factors such as experience and autonomy had a contingent impact on the generality of the two-factor theory. Leach and Westbrook (2000) studied employee motivation in a governmental setting and discovered similar results as shown in the two-factor theory. Gopalan, Khojasteh, and Cherikh (2010) investigated the impact of faculty teaching style on business school students' learning motivation and showed that students were motivated by intrinsic factors such as desire to achieve and extrinsic factors such as classroom atmosphere.

As mentioned earlier, previous OCB research has focused much on the effect of job satisfaction on OCB and neglected the potential role of job dissatisfaction. However, as Herzberg et al. (1959) pointed out that the presence and the absence of motivation and hygiene factors could have different impacts on an individual's work motivation, the application of the two-factor theory in the study of OCB, therefore, may provide additional insight into how an individual's OCB is motivated. Thus, in the next section, we apply the two-factor theory and systematically examine the impact of motivation and hygiene factors on the degree of OCB exhibited by an individual.

3. Theoretical Model and Research Propositions

3.1 Motivation Factors and OCB

Herzberg et al.'s (1959) two-factor theory suggests that motivation factors including achievement, recognition, responsibility, growth, and work itself are related to an individual's job satisfaction. Herzberg et al. further stated that an individual who finds his or her job challenging, exciting, and satisfying tends to tolerate demanding supervision, avoid complaining, focus more on positive sides, and forgive organization's minor faults. These types of behaviours are typically related to OCB.

In addition, previous research has investigated the relationships among work motivation, job satisfaction, and OCB. For instance, Organ (1988) proposed that satisfied employees are more prone to engage in activities that are not formally required but ultimately benefit their organizations. Bolino and Turnley (2003)

claimed that organizations can foster OCB by offering employees with meaningful and interesting jobs. In their empirical study, Wegge, Van Dick, Fisher, Wecking, and Moltzen (2006) found that high motivational work environments produce high levels of job satisfaction and OCB. Organ et al. (2006) claimed that intrinsic task satisfaction might positively affect OCB. Given the perceived positive relationship between motivation factors and OCB, one could expect that an individual who is motivated by one or more motivation factors might exhibit OCB. In other words, an individual will display high levels of OCB in a work environment where motivation factors are present. Thus, we propose the following:

Proposition 1a: The presence of motivation factors in a work environment will have a positive impact on the degree of OCB exhibited by an individual.

As we have argued that motivation factors will have a positive influence on whether an individual is motivated to go above and beyond his or her formal requirements, one could reasonably expect that an individual would focus much on performing his or her formal tasks and meeting his or her formal role requirements when motivation factors are absent in his or her work environment due to the lack of intrinsic rewards. Moreover, it is suggested that an employee's in-role behaviours could be viewed as a fulfilment or an economic exchange of his or her psychological contract with the organization, whereas OCB is exhibited only when the employee has positive experience such as organizational support and job involvement (Organ, 1990; Robinson & Morrison, 1995; Uen, Chien, & Yen, 2009). In other words, an individual will focus much on fulfilling the economic terms of exchange with the organization when there is a lack of socio-emotional terms (i.e., motivation factors) of exchange, which in turn will reduce the degree of OCB exhibited by the individual. Therefore, we propose the following:

Proposition 1b: The absence of motivation factors in a work environment will have a negative impact on the degree of OCB exhibited by an individual.

3.2 Hygiene Factors and OCB

Unlike motivation factors, hygiene factors are related to the context of a job and do not affect much of an individual's motivation to work directly but determine his or her job dissatisfaction (Herzberg et al., 1959). According to the two-factor theory, hygiene factors include company policy and administration, supervision, interpersonal relations, work conditions, salary, status, and job security. Moreover, the two-factor theory suggests that hygiene factors need to be sufficient in a work environment in order to avoid work related pain and unhappiness. In other words, the presence of sufficient hygiene factors reduces work related pain and unhappiness, which in turn lowers job dissatisfaction.

Since hygiene factors are related to an individual's job dissatisfaction, one could expect that hygiene factors might also influence an individual's OCB. Although very few previous studies have examined OCB from job dissatisfaction perspective, the indirect link between hygiene factors and OCB has been examined when scholars started to investigate factors that influence an individual's motivation, ability, and opportunity to engage in OCB. For example, in Podsakoff, Mackenzie, and Bommer's (1996) study, structural distance between supervisor and subordinates was found to hinder an employee's ability and opportunity to display OCB. Jex, Adams, Bachrach, and Sorenson (2003) discovered that organizational constraints such as supplies, equipment, tools; budgets were negatively related to an individual's altruistic behaviour. Organ et al. (2006) found that organizational inflexibility and formality negatively affected an individual's altruism and civic virtue. In their meta-analytic study, Chang, Rosen, and Levy (2009) found that perceived politics and strain negatively affected OCB toward individuals and organizations. Finally, Staufenbiel and Konig (2010) revealed job insecurity negatively affected OCB. Although hygiene factors can be viewed as important tools for maintaining proper organizational functions and reinforcing employees' in-role behaviours, one could expect that the presence deficient hygiene factors might reduce an individual's motivation and opportunity to exhibit OCB. Zellars, Tepper, and Duffy (2002) supported this view that stating that the fewer situational constraints an employee sees the higher levels of OCB the employee demonstrates. Based on the effect of the presence of deficient hygiene factors, we propose the following:

Proposition 2a: The presence of deficient hygiene factors in a work environment will have a negative impact on the degree of OCB exhibited by an individual.

Because hygiene factors are related to job dissatisfaction at work, Herzberg (1974) suggested that hygiene factors could also be viewed as "treatment factors" (p. 18). Specifically, hygiene factors influence an employee's perception of how well or poorly he or she is treated. Thus, when hygiene factors are sufficiently present at work, an employee perceives he or she is treated well because the improvement of deficient hygiene factors reduces his or her work related pain and unhappiness.

Meanwhile, previous OCB research has studied factors that could be considered sufficient hygiene factors in the workplace. For instance, Moorman, Blakely, and Niehoff (1998) tested the relationship between procedural justice and OCB and found that perceived organizational support fully mediated the relationship between procedural justice and OCB. Korsgaard, Brodt, and Whitener (2002) discovered that managerial trustworthy behaviour was related to trust in the manager and OCB. In their study of the relationship between safety climate and OCB, Gyekye and Salminen (2005) revealed that workers who were more compliant with safety management policies tended to demonstrate higher levels of OCB. Love and Forret (2008) investigated how perceptions of the exchange relationships among co-workers affect OCB and found that team-member exchange was associated with supervisor ratings of OCB. Walumbwa, Wu, and Orwa's (2008) study demonstrated that procedural justice climate perceptions and strength partially mediated the relationship between contingent reward leader behaviour and follower's OCB.

Given hygiene factors could have an important impact on an individual's OCB, one could expect that an organization might be able to provide employees necessary tools and resources to go above and beyond their formal role requirements when it puts much effort into removing the pain and unhappiness result from the presence of deficient hygiene factors at work. For instance, an organization is able to improve an individual's job outcomes by providing adequate levels of supervision and feedback (Rosen, Levy, & Hall, 2006). Moreover, it is suggested that organizational policies and procedures are important to perceived organizational justice and fairness (Forray, 2006). Thus, by improving the deficiency of hygiene factors, an organization might be able to reduce employees' work related pain and unhappiness, which in turn might encourage them to reciprocate the organization by exhibiting positive work behaviours such as OCB. Therefore, we propose the following:

Proposition 2b: The absence of deficient hygiene factors in a work environment will have a positive impact on the degree of OCB exhibited by an individual.

3.3 Motivation Factors, Hygiene Factors, and OCB

As argued earlier, motivation factors operate mainly on the positive side of the overall job satisfaction, whereas hygiene factors operate on the negative side of overall job dissatisfaction. However, it is possible that an individual's work behaviours are affected by motivation and hygiene factors simultaneously.

According to Maslow's (1943) theory of hierarchy of needs, there are five basic human needs including physiological, safety, love and belong, self-esteem, and self-actualization needs. Maslow further stated that physiological needs are the most potent needs and that higher order needs (i.e., self-esteem and self-actualization) are not important if lower order needs (i.e., physiological and safety needs) are not at least partially satisfied. Similarly, Adams (1965) suggested that individuals are mainly motivated by economic gains in order to provide the necessities and conveniences for their lives. From this perspective, one could argue that an individual might not be motivated by motivation factors if hygiene factors are deficient as hygiene factors could generally be viewed as lower order needs. For instance, an individual may not be motivated by the opportunities for achievement and/or recognition (motivation factors) if there is a fear of losing his or her job (a hygiene factor). Moreover, when an employee is satisfied with lower order needs through improved salary, work conditions, job security, and company's policies such as health care, he or she might demonstrate high levels of OCB because of his or her perceived organizational obligations (Cohen & Keren, 2008). Given lower order needs are more important than higher order needs when considering human needs, it is expected that an individual will be more motivated to engage in OCB by the presence of sufficient hygiene factors than the presence of motivation factors. Therefore, we propose the following:

Proposition 3: The presence of sufficient hygiene factors will have a greater impact than the presence of

motivation factors on the degree of OCB exhibited by an individual's OCB.

4. Discussion

We have intended to develop a theoretical framework that describes the degree of OCB exhibited by an individual using the concepts from the two-factor theory. Our purpose is to establish an OCB framework that includes motivation and hygiene factors. This emphasis has been largely neglected in the OCB literature. Specifically, most previous studies have supported the idea that job satisfaction and job dissatisfaction are on the same continuum (Ewen et al., 1966). However, this assumption might overlook the different impacts of motivation and hygiene factors on an individual's OCB. Thus, our basic rationale is that both the presence and absence of motivation and hygiene factors could have an impact of the degree of OCB exhibited by an individual.

Regarding the relationship between motivation factors and OCB, we have argued that OCB will be affected by the presence and the absence of motivation factors. Specifically, when motivation factors are present in a workplace, an individual might experience high levels of job satisfaction, which in turn lead to high levels of OCB. On the other hand, when motivation factors are absent in a workplace, an individual might not be able to experience the socio-emotional terms of exchange, which in turn reduces his or her willingness to exhibit OCB.

In terms of hygiene factors, we have presented our argument based on the presence or absence of deficient hygiene factors. Specifically, the presence of deficient hygiene factors could be viewed as situational constraints (e.g., high levels of standardized organizational procedures) that reinforce an individual's in-role behaviours and therefore OCB is discouraged. In other words, an individual might exhibit higher levels of OCB when fewer organizational constraints are present in a workplace result from the improvement of deficient hygiene factors (e.g., the improvement of poor leader-follower relations).

When considering both motivation and hygiene factors, we have claimed that the presence of sufficient hygiene factors will have a stronger influence than the presence of motivation factors on an individual's OCB. This is because if hygiene factors are deficient, motivation factors will have limited or no impact on an individual's OCB as higher order needs are not important when lower order needs are not satisfied.

4.1 Implications for Theory

We believe that the application of the two-factor theory extends prior OCB research in two major ways. First, because the framework offered by this article conceptually distinguishes the different impact of motivation factors and hygiene factors, it makes a sharper distinction between how an individual's OCB is motivated given motivation factors are related to the content of a job and hygiene factors are related to the context of a job (Herzberg et al., 1959).

While it has been shown that job satisfaction is one of the most important antecedents of OCB (Lapierre & Hackett, 2007; Whitman et al., 2010), our theoretical framework provides a new OCB perspective that incorporates the view of job satisfaction and job dissatisfaction as two distinct dimensions. By investigating this area, we have shown that both job satisfaction and job dissatisfaction, affected by motivation and hygiene factors, could both be antecedents of OCB. In addition, since the OCB literature lacks of research on the effect of job dissatisfaction, the inclusion of job dissatisfaction provides the basis for future research to explore how job dissatisfaction related variables in a work environment affect an individual's OCB.

4.2 Implications for Practice

If empirically validated by future research, our theoretical framework could have important implications for practice. First, understanding OCB in the context of the two-factor theory may provide insight into the improvement of individual, group, and organizational performance as organizations and managers can employ managerial practices that encourage OCB. Herzberg et al. (1959) claimed that the presence of motivation factors leads to high levels of job satisfaction. Meanwhile, previous OCB research has shown the important impact of job satisfaction on OCB. Thus, organizations and managers are able to encourage high levels of OCB by presenting high levels of motivation factors. For instance, by ensuring an individual utilizes a variety of skills to perform his or her tasks, organizations and managers are able to increase the

individual's perception of challenging work, which in turn may promote high levels of OCB (Piccolo & Colquitt, 2006).

In terms of improving the deficiency of hygiene factors, organizations and managers can utilize team-based approaches to encourage OCB. Specifically, organizations and managers can use a team building approach to encourage helping and collaborative behaviours, which in turn may improve interpersonal relations and work conditions and reduce the reliance on supervision and company policies.

We have also argued that hygiene factors have greater impact than motivation factors on an individual's OCB based on the concepts from Maslow's (1943) theory of hierarchy of needs. Thus, organizations and managers should pay more attention to improving deficient hygiene factors than presenting motivation factors. In addition, it is important for organizations and managers to identify the levels of individual needs. In other words, to motivate an individual's OCB, organizations and managers should critically assess individual needs using need assessment instruments such as Porter's (1961) or Mitchell and Moudgill's (1976) questionnaires. After individual needs are identified, organizations and managers could then facilitate the process of attaining those needs by removing task barriers, reducing uncertainties, implementing delegation, offering training and coaching, and ensuring a supportive work culture.

5. Limitations and Future Research Suggestions

By exploring OCB in the context of the two-factor theory, we provide another perspective for understanding OCB as motivation and hygiene factors function differently in determining an individual's work motivation (Herzberg et al., 1959). Although this article intends to offer a new OCB perspective, it is not without limitations.

A first limitation is related to the two-factor theory itself. Specifically, it has been suggested that some motivation factors could contribute to job dissatisfaction while some hygiene factor could contribute to job satisfaction because the results of the two-factor theory were suggested to be method bound (e.g., Gardner, 1977). Thus, future research that interprets and applies our theoretical framework may need to be cautious. However, Bockman (1971) claimed that previous research that objected the two-factor theory neglected the explanations that the two-factor theory presented. Bockman further concluded that there was considerable support for the two-factor theory based upon her comprehensive literature review.

When examining individual differences, previous research has shown that individual factors could have a great impact on an individual's motivation. For instance, in their study of motivation to learn, Major, Turner, and Fletcher (2006) found that proactive personality to be a significant predictor of motivation to learn. Richardson and Abraham (2009) examined what motivates university students' grade point average (GPA) and revealed that conscientiousness and achievement motivation explained much of a student's GPA. Sung and Choi (2009) studied the impact of Big-Five personality traits on the motivational orientations of creative performance and discovered that creative performance was strongly affected by whether an individual possesses extrinsic motivation. Given previous studies have shown that individual differences play a crucial role in determining an individual's work motivation and outcomes, a second limitation of this article is that it does not account for those factors. Although our primary objective is to introduce a new OCB perspective, future research that includes individual factors is needed to validate and strengthen our theoretical framework.

A final limitation is that our theoretical framework focuses much on an aggregated OCB. However, a certain motivation or hygiene factor might be more related to certain OCB dimensions than others. For instance, responsibility might have a greater impact on conscientiousness than sportsmanship while work conditions might have a greater influence on sportsmanship than civic virtue. Thus, future theoretical and empirical research is needed to further extend the theoretical framework offered by this article. Despite the potential limitations, this article provides important implications for theory and practice.

6. Conclusion

In this article, we have sought to develop a theoretical framework that explains OCB by applying Herzberg et al.'s (1959) two-factor theory. This emphasis has been neglected in the OCB literature. Thus, we believe that OCB can be conceptually better understood when motivation and hygiene factors are both examined.

We provide the theoretical framework and the propositions that guide future theoretical and empirical research. In addition, we offer managers and organizations suggestions and recommendations on how the proposed theoretical framework and propositions can be used to enhance organizational outcomes through encouraging high levels of OCB.

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