

# Effect of Motivation on Organizational Citizenship Behaviour Among Administrative Staff of State Universities in Sri Lanka

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## Abstract

This research paper aims to examine the effect of employee motivation on organizational citizenship behaviour among administrative staff of state universities in Sri Lanka. It had been previously reported that motivation had a significant relationship with the organizational citizenship behaviour of employees in various business sectors and industries. In view of the importance of the state university sector as large public sector organizations in Sri Lanka, the focus of this study is to analyze the effect of motivation on organizational citizenship behaviour of administrative staff of 15 state universities in Sri Lanka. An established questionnaires with suitable modification was used to collect data. A total of 178 questionnaires were distributed among the respondents and 168 usable questionnaires were returned, yielding a response rate of 71%. The data was analyzed by SPSS package. The findings shows that both intrinsic motivation and extrinsic motivation have a significant positive effect on organizational citizenship behaviour. Further the study revealed that extrinsic motivation has a positive relationship with organizational citizenship behaviour and which is stronger than the relationship between intrinsic motivation and organizational citizenship relationship among the administrative staff of state universities in Sri Lanka.

**Keywords:** Administrative staff, employee motivation, organizational citizenship behaviour, state universities

## 1. Introduction

Employee motivation plays a crucial role in determining organizational citizenship behaviour (OCB). Employees with high OCB will assist organization to achieve its objectives; and contributes to organizational performance (Organ, 2018). Therefore, employee motivation is important not only to motivate employees but also to improve OCB of employees. Previous studies (Organ 2018; Demirel et al 2018; Mehdizadeh et al 2018) had revealed the strong linkage between motivation and OCB. Further these studies have been established that highly motivated employees show higher OCB than others. Consequently, employee OCB leads to delivering better product and or services for their customers. Further OCB economized on resources available to the organization, reduce employee turnover, improve job satisfaction and enhance organizational commitment.

Kivisto & Pekkola (2017) have explained that universities not only as an academic entity. In addition to an academic entity, universities performance as several entities such as an entrepreneurial organization, an academic community, a public bureau and a resource center.

There are 15 state universities have been established in Sri Lanka and a total of 238 general administrative staff employed in those universities (Sri Lanka university statistics 2016).

According to Kivisto & Pekkola (2017) the administrative staff of universities must responsible for activities and tasks ranging from basic secretarial work and maintenance service to high skilled specialist and professional activities. This includes student services, study administration, general administration, human resource management, legal advisory services, financial administration, alumni affairs, public relations, capital and property administration, operations and maintenance.

The available literature emphasis that there is a relationship between employee motivation and OCB among the employees in given population. The subject, effect of motivation on OCB has been studied in other countries and other industries. Thus the purpose of present study is to reexamine the state of the literature concerning the relationship between motivation and OCB. Considering the importance of OCB for an organization and the nature of administration work, this study aims to explore the relationship between motivation and OCB among administrative staff of 15 state universities in Sri Lanka.

## 2. Literature review

### 2.1. Employee motivation

Employee motivation is a complex field that has wide roots in a various collection of academic disciplines such as psychology, education, sociology, economic and political science (Ching, 2015). Nabi et al (2017) defines motivation as the process which starts by a physiological need deficiency that activates a behaviour or drive that

is aimed at a goal incentive. Thus motivation is a human psychological characteristic and this contributes to an employees degree of work commitment. Saeed et al (2013) have defined motivation as a psychological characteristic of employees that obliges them to act in a special way.

Jasen (2018) highlighted that, to motivate employees, managers must identify the needs individuals seek to satisfy and focus employees talents in a way that help them to achieve that satisfaction.

There are two types of employee motivation as intrinsic motivation and extrinsic motivation. Internal rewards that an employee feels when performing his or her job, so there is an immediate and direct connection between rewards and work, are known as intrinsic motivation. Intrinsic motivation usually leads to an individual best coming energized or self-motivated from within to do their best and make valuable contributions to organizations or society. Extrinsic motivation is the external rewards that receive apart from the nature of work and providing no direct satisfaction at the time of the duty is performed. Examples of intrinsic motivation are salary increase, leave time, finger benefits (Jensen, 2018). Hill (2018) has proposed five dimensions of intrinsic motivation such as achievement, growth, advancement, the work itself and responsibility. The proposed dimensions of extrinsic motivation are salary, interpersonal relations, technical supervision, company policy and administrations, working conditions, factors in personal life, status and job security.

## *2.2. Organizational citizenship behaviour*

Organizational citizenship behaviour is a relatively modern management concept that has obtained the attention of many researchers. Most of these studies have indicated that OCB has an essential effect on organizations productivity, organizations competency and organizations effectiveness in fulfilling its set objectives and increasing employee moral (Demirel et al 2018).

Mohamed (2016) has defined OCB as a type of individual behaviour which motivate employees to go beyond the work level what is expected from them by the organization and the job description; which benefit both organizations and employees.

Zeyada (2018) highlighted that OCB is a voluntary, optional and additional role behaviour that an employee would play. These behaviours are not intend to satisfy employees personal benefit but to encourage engagement in the organization. OCB is of great importance to both the individual and the organization, such as improve overall organizational performance by building reciprocal relations among employees in different departments, reduce the need to allocate scare resources, improve cohesion and unity of the organization.

Unal (2013) has reviewed the five dimensions of OCB as altruism; helping or helpfulness. Conscientiousness; discretionary behaviour, goes beyond the minimum work requirement of the organization, such as obeying rules and regulations, working extra-long days, not taking extra break. Sportsmanship; willingness to tolerate personal inconveniences and impositions duty without complains, grievances, appeals, protests or accusations. Courtesy; preventing creating of problem for co-workers, reduces intergroup conflict. Civic virtue; employees involved in or concern about the life of the organization, willingness to participate actively in managerial events, monitor organizations threats and opportunities, and look out for organizations best interest.

## **3. Research design**

This study is descriptive in nature and attempts to examine the effect of motivation on OCB with special reference to the administrative staff of state universities in Sri Lanka. A single cross sectional design was employed to collect data through a self-administrative questionnaire. The unit of analysis was administrative staff members of state universities. The total population of the study was 238 and the same was used as the sample frame of the study. A total of 178 questionnaires return and there were 168 usable questionnaires. Thus the response rate was 71%.

## **4. Operationalization of variables**

### *4.1. Employee Motivation*

Intrinsic motivation and extrinsic motivation have been considered in this study as the two types of motivation. Achievement, recognition, advancement, personal growth, work itself and responsibility are the dimensions of intrinsic motivation, while salary, working conditions, company policy and administrations, job security, status, relationship with peers and supervisors are the dimensions of extrinsic motivation (Hill, 2018). Motivation scale developed based on two factor theory is used to measure the dimensions of extrinsic motivation (Hyun 2009; Edriaketal 2013; Ghanbahadur 2014). Questions are rated on a 5 point likert scale range 1 to 5 where 1 represent strongly disagree and 5 represent strongly agree.

### *4.2. Organizational Citizenship behaviour*

Altruism, conscientiousness, sportsmanship, courtesy and civic virtue are the five dimensions of OCB used in this study. The OCB scale of Bez (2010) used to collect primary data on OCB. The questions are rated on 5 point

likert scale ranging 1 (strongly disagree) to 5 (strongly agree).

### 5. Reliability and validity of data

Steps have been taken to maintain the validity of the questionnaire. Variables were identified based on literature review and used the available scales to measure motivation and OCB. The table 1 reveals that based on all the Cronbach's alfa values and Kciser – meyer – olkim (KMO) values of the main data set could be used to further analysis of this study.

Table 1. Reliability of the data

Variable	Factors	Items	Cronbache's alfa coefficient	KMO
Intrinsic Motivation	6	16	0.779 (good)	0.751 (good)
Extrinsic Motivation	6	15	0.626 (acceptable)	0.732 (good)
Organizational citizenship behaviour	5	15	0.808 (good)	0.701 (good)

### 6. Demographic profile of the respondents

There are 168 respondents in this study. Out of that 99 (58.3%) are females and 69 (41.7%) are males. Age wise the majority (57.3%) belong to the 31-45 years age category. Out of 168, respondents the majority 100 (59.5%) having 1 to 5 years experience in the present position as an administrative officer in a university. Another 33 (20%) having 6 to 10 years of experience in the position. These information presented in Table 2.

Table 2. Demographic profile of the respondents.

Demographic variable		Frequency	Percentage
Gender	Male	69	41.1
	Female	99	58.9
	Total	168	100.0
Age	18-30 years	13	7.7
	31-45 years	96	57.1
	46-60 years	59	35.1
	Total	168	100.0
Experience	Up to one year	19	11.3
	1 – 5 years	100	59.5
	6 – 10 years	33	19.6
	11 – 20 years	14	8.3
	21 or more years	02	1.2
	Total	168	100.0

### 7. Association between variables

#### 7.1. Relationship between Intrinsic motivation and Organizational Citizenship Behaviour

A regression analysis conducted to test the association between intrinsic motivation and OCB. The P value of the Anova table is less than 0.05 indicating intrinsic motivation can be used to predict OCB. The R square value of 9% show that the 9% variation of OCB can be predict by Intrinsic motivation. The Table 3 show that the P value of the Intrinsic motivation is less than 0.05 indicating intrinsic motivation is a significant predictor of OCB. This relationship is confirming by the 95% confidence interval where "0" does not fall within the interval.

Table 3. The Regression coefficient for Organizational Citizenship Behaviour upon Intrinsic Motivation.

Variable	Unstandardized Coefficients		Standardized Coefficients	t	P value	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error				Lower Bound	Upper Bound	Tolerance	VIF
			Beta						
(Constant)	2.689	.330		8.152	.000	2.038	3.340		
Intrinsic Motivation	.327	.082	.295	3.990	.000	.165	.489	1.000	1.000

#### 7.2. Relationship Between Extrinsic Motivation and Organizational Citizenship Behaviour

A regression analysis conducted to test the association between extrinsic motivation and OCB. The P value of the Anova table is less than 0.05 indicating extrinsic motivation can be used to predict OCB. The R square value of 12% which show that the 12% variation of OCB can be predict by extrinsic motivation. The Table 4 show that the P value of the extrinsic motivation is less than 0.05 indicating extrinsic motivation is a significant predictor of OCB. This relationship is confirming by the 95% confidence interval where "0" does not fall within the

interval.

Table 4. The Regression of Organizational Behaviour Upon Extrinsic Motivation.

Variable	Unstandardized Coefficients		Standardized Coefficients	t	P value	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
	<b>(Constant)</b>	2.242	.378				5.940	.000	1.497
<b>Extrinsic Motivation</b>	.443	.095	.340	4.661	.000	.255	.631	1.000	1.000

### 8. Conclusion and recommendations

Out of 238 administrative staff of state universities, 168 actively participated the questionnaire survey of this study. Thus a 71% of staff have expressed their view on motivation and OCB of state universities in Sri Lanka at present. Therefore, the findings of this study could be generalized particularly to the state universities in Sri Lanka and generally for the administrative staff. This study confirms that there is a positive and significant relationship between employee motivation and OCB among the administrative staff of state universities in Sri Lanka. Both intrinsic motivation and extrinsic motivation reported to have this positive relationship with OCB. However, the R – square values and the standardized coefficients of Beta values confirm that the relationship between extrinsic motivation with OCB is stronger than that of the relationship of intrinsic motivation and OCB among the said administrative staff.

As the OCB could improve the organizational effectiveness by building reciprocal reactions among employees, state university management must take action to improve and maintain high level of OCB among its staff. For that they need to maintain a high level of motivation among their staff; specially administrative staff.

### 9. Directions for further research

This study was limited only to 15 state universities which are under University Grants Commission of Sri Lanka. There are other five government universities in Sri Lanka. It would have been useful if these universities were covered. So a future study could cover this gap. Other than the administrative staff there are other two staff categories available in state universities. That is academic staff and non-academic staff. This study can be expanded to cover those two employee segments.

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