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Modeling the Relationship between Work Motivation and Employees' Organizational Citizenship Behaviors of Youth and Sport Offices in Chaharmahal and Bakhtiari Province

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Abstract

This research was performed to consider the effects of work motivation on organizational citizenship behaviors of Youth and Sport Office employees in Chaharmahal and Bakhtiari province. All Youth and Sport Office employees in Chaharmahal and Bakhtiari province (N=152) completed the The Motivation Sources Inventory (Barbut, 2004) and direct managers of these employees evaluated the organizational citizenship behaviors of them by using the Organizational Citizenship Behaviors Scale (Podsakof et al, 1990). A total 152 questionnaires were distributed, 140 of them (92.5 %) were considered as sample. A positive and significant relationship was found between dimensions of work motivation and organizational citizenship behaviors (r=0.29 and p<0.01). Also the results of multiple regression indicated that two dimensions of Self-Concept Internal Motivation and Instrumental Motivation are eligible in order to anticipating organizational citizenship behaviors. Modeling structural equations indicates that 24 % of changes in organizational citizenship behaviors can be defined by work motivation. These results indicated that each dimension of work motivation partially defines organizational citizenship behaviors and it is required that managers upgrade their organization by identification and amplification of work motivation dimensions specially, Self-Concept Internal Motivation and Instrumental Motivation for incidence of organizational citizenship behaviors and finally the effectiveness of their organizations.

Keywords: Employees; Organizational Citizenship Behaviors; Sport Organization; Work Motivation.

Introduction

In the present word, most of managers demand employees which acting more over their specified tasks which exist in their job description. They demand employees who are beyond their expectations and make behaviors which are not part of their official tasks (Zare, 2004).

Generally, that group of employees' job behaviors which has great effect on the effectiveness of organization will attract the attention of many managers and researchers. In the past, researchers in their studies for investigation of relationship between job behaviors and organizational effectiveness mostly paid attention to the performance of employees' intrinsic roles. However, the organizational citizenship behaviors included optional behaviors which are not parts

of their official tasks and do not considered directly by official reward system. It increases the level of organizational effectiveness (Organ, 1998).

Concept of organizational citizenship behaviors has been topic of many studies in last 20 years and its importance is increasing. Studies have been performed on three types. One series of them are based on antecedents and consequences of organizational citizenship behaviors. Factors including job satisfaction, organizational commitment, organizational identity, work motivation, confidence have been proposed as antecedents of organizational citizenship behaviors in this field. On the other hand, a series of studies have been concentrated on organizational citizenship behavior's consequences. Factors including organizational effectiveness, organizational success, customer satisfaction, customer loyalty, social capital have been proposed in this field. Also a small number of studies particularly have been concentrated on concept of organizational citizenship behaviors and for example tried to have a new definition of organizational citizenship behaviors, specify its dimensions or making new standard scales for evaluation of the concept by factors analysis method (Podsakoff, et al). Evaluation of research history about antecedents of organizational citizenship behaviors shows that job satisfaction is the best antecedent. Bateman and Organ (1983) believed that satisfaction causes interested person to cooperation with the social systems and help them. Also by utilization of social exchange theory, it expresses that as employees have job satisfaction they will reciprocate which this reciprocate includes the commitment to the organization and citizenship behaviors. However many of researchers believe that job satisfaction is a widespread topic for accurate anticipating of organizational citizenship behaviors.

Najar Asl (2010) studied the relationship between some important variables of work motivation and employees organizational citizenship behavior due to evaluate prediction factors and indicated that there is a significant and positive relationship between all prediction variables by organizational citizenship behavior. In addition, results showed that auto regulation, job control and goal setting have most roles in prediction of organizational citizenship behavior and its dimensions. In this regard, Moradi et al (2011) compared the relationship between transactional and transformational leadership and organizational citizenship behavior in Physical Education Organization of Iran and showed significant relationship between transformational leadership and organizational citizenship behavior. Transformational leadership was a more powerful prediction for organizational citizenship behavior.

Moradi et al (2011) associated with other predictors of organizational citizenship behavior, showed that organizational justice had a significant relationship with organizational citizenship behavior and organizational justice had a coefficient effect equal 0.65 on employees' organizational citizenship behavior of Physical Education Organization in Iran. Also Budianto and Haning (2011) in a research about the effect of work motivation, workplace and leadership on organizational citizenship behavior, job satisfaction and quality of public services in Indonesia showed that work motivation had a significant effect on organizational citizenship behavior and the workplace and leadership had a significant relationship with organizational citizenship behavior. Also Hanna et al (2012) studied the two-factor theory of motivation and organizational citizenship behavior in organizations and showed that organizational citizenship behaviors increased person, group and organizational function. They believed that presence or absence of motivational- hygiene factors effected employees citizenship behavior, and job satisfaction or dissatisfaction effected organizational citizenship behavior. Researches for anticipators of organizational citizenship behavior, leads to evaluate of personality (Organ, 1988), job satisfaction (Moorman, 1993), organizational trust (Ertürk, 2007), organizational climate and personality characteristics (Duff, 2007), employees attitude, management characteristics (Podsakoff et al, 1996), perceived organization support (Randall et al, 1999), locus of control (Barbuto & Bugenhagen, 2006) and motivation theories (Barbuto et al, 2003).

Barbuto (2004), about effect of motivation on employees' organization behavior, believed that employees' motivation can explain causes of appearance of these behaviors. Accurate perceive of motivation can use as a valuable instrument due to recognition causes of behavior in organizations. In addition to, employees' behaviors can be lead in organizations by recognition of motivation in such a way that personal and organizational goals are completed. Since the employees' motivation led their behaviors, these motivations also can effect on their arbitrary behaviors (Barbuto 2004). Allen and Rush (1998) also believed that managers rely on their self-concept of employees' motivation for evaluation of employees' organizational citizenship behaviors.

Thus it is predicted that sources of motivation had a strong relationship with their organizational citizenship behaviors.

Finkelstein and Penner (2004) identified three motivation sources for organizational citizenship behaviors. Organizational motivations which are related to individual's desire for helping organization stems from pride and organizational identification, Prosocial values motives were related to an individual's desire to help peers and be socially accepted. Impression management motives were related to individual's desire to be perceived as helpful in order to acquire or keep given rewards. Although their researches in this field faced with some promotions and discussed new dialogue, but work motives were not according to content theories of work motivation.

Leonard et al. (1999) drew from existing literature and proposed an integrative typology of motivation consisting of five sources: intrinsic process, instrumental, self-concept external, self-concept internal, and goal internalization. This typology was operationalized with sub-scales to measure the five sources of motivation and used to predict leaders' influencing behaviors (Barbuto & Scholl, 1999, Barbuto, 2004) and leaders' transformational leadership behaviors (Podsakoff et al, 2000).

In the motivation sources, intrinsic process motivation is derived from absolute enjoyment of working and working acts as a incentive, because workers enjoyed what they were doing. This motive also considered as an intrinsic motivation due to obtain job pleasure. Intrinsic process motivation is without any kind of control or external reward (Barbuto & Scholl, 1999). This motive is different from clasic internal motivation in researches. The intrinsic process was derived from immediate internal gratification, but classic definitions of intrinsic motives described internal challenge and achievement outcomes (Deci, 1975).

Instrumental motivation is derived from tangible external rewards. Instrumental motivation was distinguished from the classic external motivation as this motive was derived from tangible external rewards, whereas extrinsic motivation depended upon social rewards like praise and public recognition. Barbuto and Story (2011) found a weak negative relationship between instrumental motivation and organizational citizenship behaviors. According to topics have been discussed in previous researches it is expected that a weak negative relationship between instrumental motivation and organizational citizenship behaviors exists.

Self-concept external motivation is derived from one's desire for affirmation of behaviors, competencies, and values (Leonard et al, 1999). The ideal self was adopted from expectations of the role of reference groups. Effort for satisfying of reference group members is determined at first for gaining acceptance and then status. Classic topics of external motivation include social rewards or social exchanges in this framework. Barbuto and Scholl (1999) showed similarities between self-Concept internal motivation and need for dependency from Maklland. Tang and Ibrahim (1998) did not any significant relationship between employees' requirement to association and organizational citizenship behaviors. Barbuto and Story (2011) found a negative relationship between self-concept external motivation and organizational citizenship behaviors but they acted very cautiously in their interpretation because of the matters are related to the power of statistical tests. However a negative relationship can be expected between self-concept external motivation and organizational citizenship behaviors because this source requires some reward components or social authentication for efforts of employees. Organizations have not assigned reward traditionally for organizational citizenship behaviors. Because this motive is related to the request of positive feedback, it can be interfere that help to others also is derived from this motive.

Self-concept internal motivation was derived from individual's desire to satisfy and sustain his/her self perception of characters, sufficiency and values. Persons who have such motivation determine inner standards for their characters, competencies and values (Leonard et al, 1999). This motive was operational in individuals who are motivated to engage in behaviors that reinforce these personal standards and later achieve higher levels of capability. Persons with self-concept internal motivation who have tendency to personal standards follow some actions which needs for their unique techniques. When persons involve to behaviors accordance with their self-concept, they will follow some activities due to help others. Conscientiousness is one of the most important dimensions of organizational citizenship behaviors. Conscientious employees are known as trustful, tidy and authentic persons. These are characters of persons who have high self-concept internal motivation. Barbuto and Scholl (1998) suggested similarities between self-concept internal

motivation and need for achievement. Barbuto and Story (2011) showed a positive relationship between value for success and five dimensions of organizational citizenship behaviors (24). Tang and Ibrahim (1998) found a positive relationship between organizational citizenship behaviors and achievement motivation.

Goal internalization motivation was derived from a need to believe in the cause or purpose of the organization (Leonard et al, 1999) which differs from the previous four sources because it represents the absence of self-interest (Barbuto and Scholl, 1998). Nevertheless goal internalization necessarily does not mean that a person agrees with mission of organization. Goal internalization described the relative importance of the cause or mission, but not the extent to which value congruence existed. Persons, who have goal internalization motivation, emphasis on principles and values and look for matching them with goals and organizational mission. Finkelstein and Penner (2004) believed that organizational citizenship behaviors have a close relationship with motivations such as organizational concern and prosocial values. Tang and Ibrahim (1998) found organizational citizenship behavior to be related to intrinsic satisfaction so a weak relationship is expected between goal internalization motivation and organizational citizenship behaviors.

Although various researches reported the relationship between some dimensions of these variables but in these researches some relationships are positive and some are negative (Hanna et al, 2012, Barbuto and Story, 2011). In addition to some researches has not reported any relationship between work motivation and organizational citizenship behaviors. also There is various theoretical models ,which various dimensions has been designate for organizational citizenship behaviors and work motivation but in this research has been used the model of Padsakoff et al (1990) for organizational citizenship behaviors which designates a more complete theoretical framework for the concept of organizational citizenship behaviors.

Finally, according to considered researches and inexistence of perspicuity between upon variable relationships, which can subordinate time, place and more various parameters, it is required that considered separately in any organization. Researcher decided to study work motivation and organizational citizenship behavior and analysis of the relationship between them in General Organization of Youth and Sport in Chaharmahal and Bakhtiary according to it that some researches were performed with the topic of upon variables in the country specially in sports organizations.

Materials and Methods
Subjects
The statistical population (n=152) of this research was the employees of Youth and Sport organization in Chaharmahal and Bakhtiary province in Iran that the entire of statistical population should be used as sample because the statistical population is limited. The measuring tools of research should be available for entire statistical population but 140 (92.5 %) of them was usable from 152 disturbed questionnaires throughout the employees of youth and sport organization in Chaharmahal and Bakhtiary. The sample of research is the same numbers.

Measures
Organizational Citizenship Behaviors
Organizational citizenship behavior was measured with Persian version of the Organizational citizenship behavior scale. The survey is a modified version of the measure used and validated by Podsakoff & et al (1990). The items include in this scale were based on the definitions of the five dimensions of Organizational citizenship behavior described by Organ (1988), namely, altruism, courtesy, sportsmanship, conscientiousness, and civic virtue. Likert-like scale was used to measure the OCB elements, which used the anchors of 1 (Strongly Disagree) to 7 (Strongly Agree) (26).

Sources of Motivation
Persian version of The Motivation Sources Inventory was used to measure each employee's five sources of motivation. The inventory consists of five six-item subscales measured on a seven-point Likert-type scale (Barbotu, 2004).

Reliability and validity of scales
Due to ensure validity of scales, comments and guidance was used of 15 expert professors in management science. Reliability and validity of organizational citizenship behavior scale were

confirmed by some researchers as Moradi et al (2011). Also reliability and validity of The Motivation Sources Inventory was confirmed by NajarAsl (2010). Also Cronbach's alpha method was used for counting inner reliability and inner reliability coefficient for work motivation scale derived 0.865 and organizational citizenship behavior scale derived 0.815 (Table 1).

Table 1: The coefficients of reliability of scales

Variable	Dimension	Cronbach's alpha
Work Motivation	Intrinsic Process Motivation	0.835
	Instrumental Motivation	0.755
	Self-Concept external motivation	0.797
	Self-Concept Internal Motivation	0.830
	Goal Internalization Motivation	0.815
Organizational Citizenship Behavior	Conscientiousness	0.833
	Sportsmanship	0.856
	Civic virtue	0.782
	Courtesy	0.874
	Altruism	0.795

Results

Information is related to demographic details of people studied as follow:

Gender and age: sum of 140 subjects with the average age of 39.15 ± 8.14, 118 male (84.3 %), 22 female (15.7 %).

Years of service: subjects in this research had average year of services 13.05 ± 7.87

Marital status: 93.6 % of studied persons were married and 6.4 % were single.

Educational status: 30.7 % of studied subjects had diploma, 9.3 % had technician degree, 57.9 % had bachelor degree, and 2.1 % had Master of Science.

Field of research: 65.7 % of persons studied at physical education and 34.3 % at other fields.

Employment status: 14.5 % of subjects were employed by youth and sport province organization as the contract, 16.4 % as the pact, and 69.1 % as official

According to results of table 2 from the work motivation dimensions, only dimensions of instrumental motivation ($r=-0.20$, $p<0.01$), self-concept external motivation ($r=0.17$, $p<0.05$), self-concept internal motivation ($r=0.22$, $p<0.01$) showed significant relationship with organizational citizenship.

Table 2: Coefficient of Correlation

Variables	Intrinsic Process Motivation	Instrumental Motivation	Self-concept External Motivation	Self-Concept Internal Motivation	Goal Internalization Motivation
OCBs	-0.10	-0.20**	-0.17*	0.22**	0.08

P<0.05   p<0.01

The results of multiple correlation coefficient showed that there are a direct and significant relationship ($r=0.29$, $p<0.01$) between the criterion variable (organizational citizenship) and predictor variables (work motivation dimensions). This indicates 8 % of organizational citizenship changes are related to upon cases and 92 % to cases out of the model (table 3).

Table 3: Model of Multiple Correlations

Model	R	R-square	F	p
	0.29	0.08	5.79	0.017

Three motivation sources with significant correlations with organizational citizenship behaviors as a dependent variable for considering amount of important motivation sources syntax (information about organizational citizenship behavior is given), entered to a step by step regression model), (table 4). The results of multiple regression indicated that self-concept internal motivation and instrumental motivation qualified for prediction of organizational citizenship behavior. The results of criterion coefficient of beta showed that the important prediction factors of organizational citizenship were respectively self-concept motivation (0.22), instrumental motivation (-0.19).

Table 4: Multiple Regression Analysis: The Best Predictive Model of OCB

Step by step regression	Not criterion coefficient		Criterion coefficient	t	p
	B	Sd.Er	Beta		
a	4.86	0.55		8.84	0.000
Self-Concept Internal Motivation	0.38	0.14	0.22	2.69	0.008
Instrumental Motivation	-0.28	0.11	-0.19	-2.40	0.017

The method of modeling the structural equations is used with LISREL software in order to considering the relationship between organizational citizenship and work motivation. Figure 1 shows the output of relationship test between work motivation and organizational citizenship behavior.
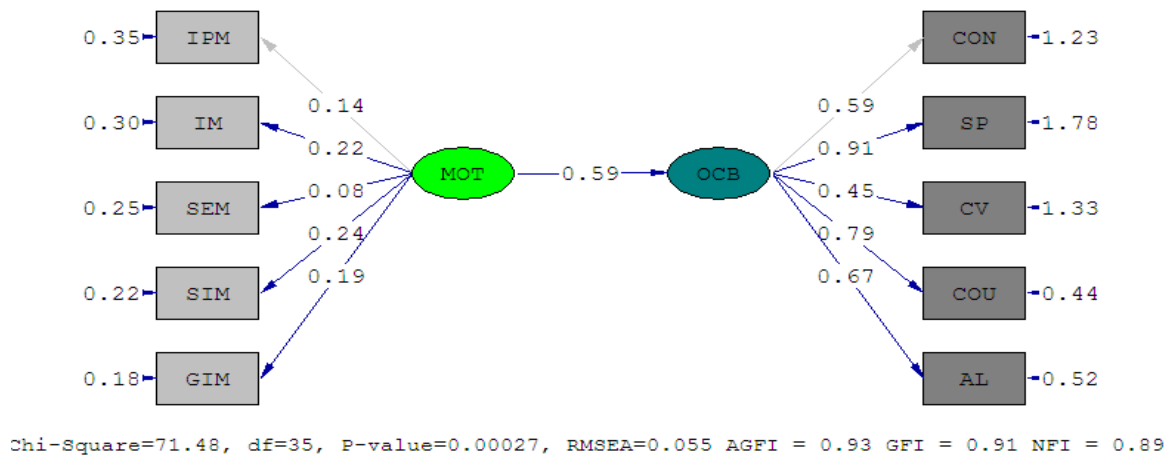

Chi-Square=71.48, df=35, P-value=0.00027, RMSEA=0.055 AGFI = 0.93 GFI = 0.91 NFI = 0.89

Figure 1: Modelig Results of SEM

Table 5: Results of performing the structural equations model

Model	R	R2	t-value
Work Motivation- OCBs	0.49	0.24	5.95

Table 5 indicates the results of test by the method of structural equation modeling. It includes standard coefficient R, determination coefficient R^2 and value t. if the amount of Chi-Square to be low, ratio of Chi-Square to release degree to be less than 3, RMSEA to be less than 0.05 and GFI and AGFI more than 0.90 then model has adequate fitting. If standard coefficient of t to be more than 2 or less than -2 then model in 99% level will be significant. In this method χ^2=71.48, ratio of χ^2 to the release degree are 2.04, RMSEA=0.055, GFI0.93. These indicate that the model have an adequate fitting. According to it that the standard coefficient t=5.32 is more than 2, there is relationship between work motivation and organizational citizenship in the confidence level of

99 %. The determination coefficient $R^2=0.24$ shows 33 % of organizational citizenship changes will determine by work motivation.

Discussion and conclusion

The results showed work motivation has a direct effect on organizational citizenship behavior. Then not only this research will expanded our knowledge about work motivation and its role on general organization of youth and sport in Chaharmahal and Bakhtiary province but also emphasis on its important role as the antecedent of organizational citizenship behavior. In practical terms, the results of this research can be used on proficiency of creating work motivation for employees by managers in order to improve their performance in treatment with employees and confrontation with their attitude. In theoretical terms: at least now we can understand how work motivation effects on the job attitudes and behaviors of employees (organizational citizenship behavior).

Most of researches which are related to organizational citizenship behavior have been focused on ability of situational variables or the motivation for anticipating of organizational citizenship behaviors. This research also formed on this basis and its findings emphasis on factors affecting on organizational citizenship behaviors.

The results showed that instrumental motivation has a negative relationship with organizational citizenship behaviors. This means persons who are raised by official rewards less likely act more than expectations. The results match with primary acts and organizational citizenship behaviors. They also match with findings which absorb external rewards and inner motivation (Barbuto et al, 2003, Budiyanto & Hening, 2011). Also the results were against to hypothesis, which persons may act more than the expectations because of tangible and predictable rewards, accordance with them. So organizational citizenship behaviors may be effective when reward system exists. However if such system does not exist then persons will not demonstrate optional behaviors (Barbuto and Story, 2011).

The results showed self-concept external motivation has a negative relationship with organizational citizenship behaviors. So persons who external rewards as admittance motive them less likely demonstrate organizational citizenship behaviors. Bolino et al (2004) believe that the nature of self-strengthen for organizational citizenship behaviors can result managing emotions which had a close negative relationship between two variables. So it has been argued that when managers or organizations do not consider an official reward for organizational citizenship behaviors then it is probable that employees, who looking for reward, do not participate in optional behaviors.

Also it showed that the self-concept internal motivation has a positive relationship with organizational citizenship behaviors. Persons who want to perform their personal standards (against external standards) involved more with organizational citizenship behaviors. These results correspond with Tang and Ibrahim (1998) and Barbuto and Story (2011).

The results did not show significant relationship between internalizing goal and organizational citizenship behaviors. This means that the amount of principles and values which motivate persons does not effect on the amount of indicating organizational citizenship behaviors. Tan and Tan (2008) reported that organizational motivations have a positive relationship with organizational citizenship behaviors. So it is expected that internalizing goals and organizational citizenship behaviors to be related to each other. However these findings can indicate persons, who motivate with internalizing goal, will motivate only when their values congruent with organization values. Then persons in this model may not share their values with their organization and as a result they will not indicate organizational citizenship behavior.

Although relationships finding in this research were significant but were relatively low. However obtained impact coefficient indicates that motivation sources effect on organizational citizenship behaviors and, according to results obtained from regression analysis specially, persons who have instrumental motivation and self-concept external indicated less organizational citizenship behaviors. Also persons who have inner self-concept indicated the most organizational citizenship behaviors. These results show that persons who have inner forces for satisfaction based on inner achievements (inner self-concept) is more probable to indicate organizational citizenship behaviors. It is remind managers that most of studies about indication factors of organizational citizenship behaviors show variables as personality, motivations, attitudes, in total, are less than

15% of total variance of organizational citizenship behaviors. It means that 85% of organizational citizenship behaviors can be related to other variables (Barbuto and Story, 2011). Also in this research, structural equations show that 33% of organizational citizenship changes define by work motivations. Other factors which have basis or situational nature play a basic role on our conception of organizational citizenship behaviors. For example while motivation is related to organizational citizenship behavior this is probable that factors as colleague's behavior, quality of working relationships and education have fundamental role on forming organizational behaviors. Then managers should look for employees who have motivation by themselves assuming that these persons will have higher productivity. Findings of this research show a positive relationship between self-concept internal motivation of persons and their organizational citizenship behaviors. Maybe a more complete research can use motivations and fields in order to evaluate the amount of the motivations into person and also job conditions and structure of organization in order to valuate factors of organizational citizenship behaviors indication. However most of researchers believe that organizational citizenship behaviors are necessary for organization and person's success but the factors of indicating these behaviors are relatively unresolved after research in over 20 years in this field. If the preparations of these behaviors be known, then managers can increase their frequency of indication. The outcomes of such researches are important for all managers who efforts to increase their organizational behavior and performance.

These results show that the organizations which looking for organizational citizenship behaviors may choose persons with more self-concept internal motivation and less instrumental motivation and self-concept external motivation. Then management is one of the most important related aspects to optional employees' behaviors. It is recommended that managers and specially managers of human resources provide personality development, the field of increasing employees motivation and finally the required field for indicating organizational citizenship behaviors by involving followers in offering perspective and invitation more participant in realization of goals and having an optimistic thinking about future and attention to the needs of every one of followers and creating opportunity for their growth and promotion to the higher levels. Also it is recommended that researchers effort to continue researches in order to finding the best predictions of organizational citizenship behavior by valuation in this fields.

One of the limitations of this research was its focus on only one kind of organization specially, on a governmental sport organization. Geographical location of participant organizations in this research and their services were similar. Maybe this homogeneity of samples limits the result presentation. However this sample was proper for considering organizational citizenship behaviors process because the organizational citizenship behavior should evaluate in a specific field.

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